

NEWS: INTERNATIONAL

Japan's defence budget likely to be reduced

By Charles Leadbeater
in Tokyo

THE JAPANESE defence budget is likely to suffer its first cut in real terms for 32 years under plans for the 1993 budget drawn up by the Finance Ministry.

The Yen 7,700bn (225bn) defence budget has become one of the main targets for Finance Ministry cuts to finance higher investment in public works to help to revive the flagging economy.

Although the main reason for the cut is the need to stimulate the economy, it marks the long delayed impact of the end of the Cold War on Japanese defence policy.

The planned cuts in the 1993 budget are likely to lead to a review of the medium-term defence spending plan adopted in 1990, which envisaged real growth in the defence budget of 3 per cent a year between 1991 and 1995.

Defence spending in Japan has had a privileged status despite the country's constitution which limits the role of its forces to providing a minimum level of national self-defence.

Between 1961 and 1979 defence spending grew at an average of about 14 per cent a year. In the 1980s the growth slowed but was always more than 5 per cent a year. Last year's budget rose by 3 per cent and this year the defence forces have called for a 3.8 per cent increase in spending.

The Self Defence Agency is fighting a fierce rearguard action against the Finance Ministry which is believed to have proposed the budget should be cut to below 1992 levels. A senior SDA official said: "We will never accept zero growth."

The debate should come to a head in the second week in December.

The SDA says Japanese defence policy needs to reflect the strong growth of defence spending in nearby South Korea and China. It also argues there is limited room for cuts because about 80 per cent of the budget is made up by staff costs or payments on contracts which have already been awarded.

The SDA believes the budget will need to be expanded to respond to calls from the US

for Japan to carry a larger burden of the costs of US forces stationed in Japan as well as international peace keeping operations.

The debate over the budget is complicated by negotiations between the defence forces and the US government over plans for Japan to buy two Awacs reconnaissance aircraft. A deal is likely to be made within the next few months adding about Yen 120bn to the budget. This would make a significant contribution to reducing Japan's politically sensitive trade surplus with the US.

Overall public spending is likely to grow by about 1 per cent to about Yen 72,000bn. However spending on public works will rise by about 5 per cent to about Yen 8,600bn. This will mainly be financed by cuts in current expenditure on welfare programmes, which account for Yen 12,300bn and education (Yen 8,000bn) as well as defence.

Despite the low growth in overall spending, Finance Ministry officials describe the budget as supportive because they are maintaining spending despite a drop of about Yen 5,000bn in tax revenues.



Japanese protesters against corruption carry caricatures of politicians: Shin Kanemaru, Noboru Takeshita and Kiichi Miyazawa

Central Asian republics join trade grouping

By Farhan Bokhari in Islamabad

FIVE FORMER Soviet central Asian republics along with Afghanistan at the weekend joined the Economic Co-operation Organisation (ECO), a grouping which was established by Pakistan, Iran and Turkey to expand mutual trade and business ventures.

The five are Azerbaijan, Kyrgyzstan, Turkmenistan, Uzbekistan and Kazakhstan. Tajikistan is also seeking ECO membership but was unable to send a representative to the Islamabad ceremony.

Pakistani officials are optimistic that, with a total population of 300m, the ECO member countries have a market

which is sizeable enough to support new initiatives. However, some western experts have expressed concern in recent months over the rise of a new Islamic bloc after the collapse of the Soviet Union.

Pakistani officials and representatives from other member countries who attended the weekend meeting denied that the ECO would emerge as such a bloc which would threaten other countries.

Mr Sheharyar Khan, the Pakistani foreign secretary, said: "This is not an Islamic bloc. This is an economic bloc. We are all Islamic countries but we are focusing on economic co-operation".

INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE																															
This table shows growth rates for the most widely followed measures of narrow and broad money, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.																															
UNITED STATES				JAPAN				GERMANY				FRANCE				ITALY				UNITED KINGDOM											
Narrow Money (M1)	Broad Money (M2)	Short Interest Rate (%)	Long Interest Rate (%)	Narrow Money (M1 + M2)	Broad Money (M2 + CD)	Short Interest Rate (%)	Long Interest Rate (%)	Narrow Money (M1)	Broad Money (M2)	Short Interest Rate (%)	Long Interest Rate (%)	Equity Market Yield (%)	Narrow Money (M1)	Broad Money (M2)	Short Interest Rate (%)	Long Interest Rate (%)	Equity Market Yield (%)	Narrow Money (M1)	Broad Money (M2)	Short Interest Rate (%)	Long Interest Rate (%)	Equity Market Yield (%)									
1985	9.0	8.8	8.00	10.59	n.a.	5.0	8.4	6.82	8.51	n.a.	4.4	9.9	6.35	8.45	6.84	n.a.	6.2	7.4	10.03	11.74	11.2	13.5	14.34	13.71	n.a.	4.7	13.2	12.23	17.03	n.a.	1985
1986	13.5	8.3	6.49	7.67	3.43	6.8	9.3	5.35	6.84	9.9	6.3	4.94	5.90	8.74	2.65	7.5	10.4	10.5	11.47	1.41	4.0	15.3	11.02	9.97	4.35	1986					
1987	11.5	6.1	5.02	6.95	3.12	10.2	10.4	4.18	4.25	9.0	7.3	4.61	4.63	8.26	2.75	10.4	9.1	11.2	1.94	4.2	4.8	12.2	10.2	9.92	3.01	1987					
1988	4.3	5.2	7.65	6.84	3.56	8.4	11.2	4.75	4.74	9.5	6.4	4.94	5.65	7.94	2.69	7.5	6.9	11.24	10.54	2.71	5.6	17.0	10.41	9.89	4.46	1988					
1989	1.0	3.9	8.89	6.49	3.43	1.1	9.8	5.31	5.22	4.65	6.3	5.7	7.11	6.94	2.22	8.0	9.5	9.38	8.79	7.1	8.2	12.41	5.9	17.5	13.98	10.30	4.36	1989			
1990	3.7	5.3	8.09	8.54	3.80	2.6	11.7	7.62	6.81	0.65	4.5	4.5	6.48	8.71	2.11	3.8	9.1	11.98	11.87	2.84	5.3	16.1	14.82	11.53	5.07	1990					
1991	6.0	3.2	5.87	7.85	3.21	8.2	3.6	5.21	6.37	0.75	5.2	5.6	9.25	8.44	2.32	-4.8	2.7	9.82	9.03	3.58	7.3	8.0	11.83	13.20	3.45	2.4	8.2	11.59	10.04	4.97	1991
4th qtr. 1991	8.0	2.8	5.00	12.4	3.00	8.5	2.2	6.11	5.88	0.70	4.2	5.6	8.47	9.29	2.45	-4.8	2.7	9.68	9.00	3.51	9.0	9.3	11.24	12.22	3.29	2.4	6.1	10.21	9.72	5.02	4th qtr. 1991
1st qtr. 1992	11.0	2.9	4.17	7.29	2.90	11.5	1.7	5.01	5.49	0.68	4.3	6.6	8.62	7.91	2.31	-4.4	1.4	10.05	9.45	3.40	9.3	9.1	12.04	12.65	3.49	2.2	6.0	10.61	9.65	5.00	1st qtr. 1992
2nd qtr. 1992	11.7	1.9	3.95	7.37	2.97	5.7	1.2	4.58	5.63	1.04	6.4	7.9	8.76	7.96	2.26	-1.9	5.1	10.04	9.65	3.39	8.7	9.3	12.59	12.82	3.43	2.0	5.3	10.28	9.21	4.78	2nd qtr. 1992
3rd qtr. 1992	12.5	1.8	3.35	6.81	2.98	3.7	-0.0	3.90	5.10	1.09	6.7	8.8	8.72	7.88	2.26	-0.2	5.4	10.98	9.80	3.67	8.1	8.8	16.14	13.83	4.02	2.4	5.4	10.58	9.21	5.20	3rd qtr. 1992
November 1991	8.2	2.9	4.98	7.41	3.00	9.3	2.4	6.00	6.98	0.75	4.1	6.4	8.43	8.22	2.42	0.8	9.0	9.88	9.22	3.56	9.0	9.3	11.98	12.22	3.29	3.0	5.6	10.88	9.72	5.02	November 1991
December	8.7	3.0	4.67	7.68	3.08	10.8	2.0	5.94	5.72	0.81	3.7	6.1	8.24	8.23	2.45	-2.7	10.10	9.51	3.77	10.5	12.47	13.03	3.57	1.1	6.3	10.84	9.68	5.28	December		
January 1992	10.2	3.1	4.08	7.02	2.87	7.6	1.8	5.15	5.45	0.83	3.9	6.3	5.54	7.81	2.38	-2.4	3.6	9.89	8.40	3.49	11.1	9.4	11.97	12.71	3.37	2.1	6.3	10.71	9.49	5.03	January 1992
February	11.3	3.1	4.11	7.32	2.90	7.4	1.6	5.05	5.33	0.87	4.1	6.5	8.61	7.88	2.30	-2.2	3.6	10.06	8.44	3.40	8.1	7.6	12.04	12.82	3.31	2.2	5.8	10.44	9.34	4.94	February
March	11.5	2.6	4.29	7.53	2.94	7.5	1.8	4.84	5.51	0.93	4.9	7.0	8.70	7.94	2.24	-1.4	4.1	10.12	8.58	3.31	7.4	7.4	12.10	12.59	3.49	2.4	5.8	10.67	9.98	5.04	March
April	11.9	2.3	4.04	7.47	2.97	7.0	1.6	4.59	5.68	1.08	7.0	7.5	9.75	7.94	2.28	-1.5	4.5	10.04	8.67	3.37	9.8	9.3	12.24								

**Human rights groups say
British proposals break law**

UK to seek EC harmony on asylum

By Andrew Hill in Brussels

BRITAIN will today press its 11 EC partners for further harmonisation of asylum and immigration policies – in spite of claims that the proposed rules break international law.

Faced with the growing problem of handling an influx of refugees from the ex-Yugoslav republics and eastern Europe, immigration ministers meeting in London will consider plans to speed the procedure for dealing with "manifestly unfounded" applications for asylum.

The Joint Committee of the Welfare of Immigrants, Amnesty International and the European Consultation of Refugees and Exiles have all condemned the proposals. They claim member states are riding roughshod over existing international conventions on human rights.

The organisations are also worried about the lack of public scrutiny of intergovernmental negotiations on immigration policy, which take place outside the EC framework.

Mr Johannes Van Der Klaauw, Amnesty's EC representative, said on Friday: "The new rules do not adhere to the essential principles and safeguards – the minimum standards for satisfactory [asylum] procedures."

But Amnesty admitted that the fact that the EC would agree framework "resolutions" rather than legally-binding rules limited the opportunities for a legal challenge.

Business wants pay rises to stay under 3.5%

THE head of Germany's industrial federation said in a newspaper interview published yesterday that wages should increase no more than 3.5 per cent, about the expected level of inflation for the coming year, AP reports from Berlin.

Several large unions are in wage negotiations or preparing for them while the German economy is on the brink of recession, and the public sector workers' union, which struck for 11 days last spring, has announced an unexpectedly low bid for 5 per cent pay increases.

Mr Tyll Necker, president of the Federation of German Industry, was quoted in the newspaper circulation Bild newspaper as saying 3.5 per cent should be the upper limit of wage rises because inflation is expected to be at that level.

Asked about possible strikes, Mr Necker replied: "Resistance against excessive claims of the unions is far higher in the current economic situation than in boom times."

"With zero [economic] growth there is nothing to share out."

The steel industry last week offered 3 per cent rises during talks with the IG Metall steel union, which is demanding 7.5 per cent.

The public sector workers' union said on Friday it would seek 5 per cent increases, or its 2.1m workers. The union, the second largest after IG Metall, is a pace-setter for wage negotiations, and its initial demand was considerably lower than the 6.5 per cent demanded by the bank workers' union.

Germany not ready for UN council seat

CHANCELLOR Helmut Kohl said yesterday Germany would not be in a position to accept a permanent seat on the UN Security Council if one were offered today, Reuter reports from Bonn.

He said Bonn's post-war constitution for now bars Germany from shouldering an international role and sending troops on UN missions outside Nato territory.

Foreign Minister Klaus Kinkel told the General Assembly in September that Germany would not take the initiative, but would seek a permanent seat if a change in the council's composition was considered.

The council now has five permanent members with the power of veto: the US, Russia, Britain, France and China.

Mr Kohl's coalition wants German troops to be able to take part in UN peacekeeping missions and eventually fight alongside its allies on missions like the US-led Gulf war that drove Iraq out of Kuwait last year.

But the opposition Social Democrats are denying him the two-thirds majority he needs to amend the constitution, written to contain German military might after the war.

Mr Kohl said it was unacceptable that Germany had to withdraw the destroyer Hamburg from a UN-mandated force monitoring the embargo in the Adriatic after the Security Council decided ships sailing for Yugoslavia could be stopped and searched earlier this month.

Russian air traffic strike

Russia's air traffic controllers have threatened an indefinite strike from tomorrow in protest at a court action causing the union for causing "economic sabotage" during a strike in August, John Lippke in Moscow, writes from

The Federal Air Traffic Controllers of Air Traffic support in 57 of it will get 135 airports of Russia's in Moscow. Mr Vasiliev those a spokesman for Borisov, said last night the union, included Sheremetev, this main airport for international flights.

Mr Gennady Zaitsev, director of the air traffic department, said at the end that the government would do all it could to air traffic, including international flights, moving.

Aid for Srebrenica after seven-month siege

Laura Silber arrives with the UN convoy bringing relief to a Moslem stronghold in Bosnia

WOMEN and children streamed down the hills in tears at the weekend as a United Nations relief convoy brought the first outside help to the Moslem stronghold of Srebrenica since the war erupted in Bosnia-Herzegovina in April.

It brought food and clothing to 70,000 people surviving on maize, oats, and potatoes in the ruins of Srebrenica. "We didn't dare to believe the Serbs would let you come here. Thank God," said 45-year-old Mrs Sabra Hasanova.

Serb forces for seven months have besieged Srebrenica. As the convoy crossed lines in Serb-held Bratunac, most Serbs spat and swore at the passing white UN vehicles. Some black-clad women threw flowers.

As the convoy crossed the 2,000-yard no-man's-land into Srebrenica, many barefoot, and women dressed in *djellaba*, baggy Turkish-style trousers, crowded the streets and jammed sagging balconies to welcome the UN.

The Ukrainian UN armoured personnel carriers were forced to bulldoze a Moslem barricade of burned-out buses to enter the town, nestled in the mountains. Local officials said the population of 30,000 had more than doubled, as Moslem refugees fled "ethnic cleansing" by Serb forces elsewhere in eastern Bosnia.

Moslem women told harrowing tales of journeys made on foot to sanctuary in the besieged town. "My



Citizens of Srebrenica wave as the UN relief convoy leaves. The poster reads "Thank you and come back".

father-in-law hanged himself when he saw the Serbs had set fire to his house. His wife dropped dead from the shock. Now I must take care of my two children," said Mrs Mira Kandjatovic.

Potatoes boiled on a wood-burning stove in a kitchen she and five other refugees now call home. "We've cov-

ered the windows with plastic bags, but it will soon be cold." People have crowded into any rooms which have escaped destruction. Stacks of wood piled outside every house are the only defence against the harsh winter. Maize has replaced currency, but there is little to buy.

The women and their thin children

are terrified and hungry but the Bosnian fighters are in good spirits. They vow to defend the town, whose centre was burned out by Serbs when they briefly held it in April.

Mr Resup Nasarovic, a local commander, said he did not hate his Serbian neighbours.

"We are not fighting a *jihad* [holy

war], but the Serbian side is forcing us into one. We don't want it to be a religious war because there are also people of Serbian nationality on our territory."

Ironically, Mr Nasarovic, 25, spent 4½ years as a personal bodyguard of Serbian President Slobodan Milosevic, widely seen as most responsible for the war in Bosnia. Fighters coaxed the town's first visitors into giving them cigarettes while others helped UN soldiers unload the 137 tonnes of flour, beans and sugar.

Doctors at Srebrenica hospital were aghast that the convoy brought no medicine. "We have nothing. No medicine, no pain-killers," complained Mr Aziz Hasic, one of five local doctors caring for 70 wounded. The stench of blood permeated the freezing building. "We perform amputations without anaesthetic," he said. The hospital linen and even old bandages were washed in the river. The UN High Commissioner for Refugees (UNHCR) on Saturday said medicines would be included on the next convoy, which could be as soon as next week.

But the UNHCR managed to reach Srebrenica only after months of negotiations and a four-day stand-off at Bosnia's frontier with Serbia.

As winter sets in, Srebrenica waits for the siege to end. Mrs Hajrudja Hrustic said: "This food will help. But it's not enough and maybe you will never be allowed here again. Help us to leave this place, or we will starve to death."

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مكتبة من الأدلة

NEWS: INTERNATIONAL

Pérez refuses to resign over Venezuela revolt

By Joseph Mann in Caracas

PRESIDENT Carlos Andrés Pérez said in a televised speech yesterday that he would not resign as a result of the failed attempt to topple his government, saying such a move would only "precipitate chaos and tragedy in Venezuela".

Officials stressed that state and local elections would take place as scheduled on December 6, and that registered candidates and political parties could hold public rallies. All other public meetings are still banned under the government's emergency powers.

The government has arrested about 500 officers and 800 soldiers from different branches of the armed forces for participating in Friday's failed coup.

An estimated 170 people died during the unsuccessful rebellion, including military and civilians, according to Gen Iván Dario Jiménez, the minister of defence. It was not immediately clear, however, whether this figure included some 45 prisoners who died during a break out from Caracas jail, and the total death toll, which includes 142 civilians, could be higher.

The minister indicated that while the attempted coup was led by elements of the Venezuelan Air Force, members of the navy, national guard and



A twisted bomb in front of the presidential palace in Caracas is a graphic reminder of the attempted coup, while Gen Efraim Visconti (right), one of the rebel leaders, seeks asylum in Peru

army (the latter to a very small extent) also participated.

The authorities have not yet identified civilians who played a leading role in the uprising, except to say that they are "subversives from the left".

The government of President Pérez, which faced a coup attempt nine months ago in which an estimated 40 people died, is to use special provisions under the Military Justice Code to bring those

charged with military rebellion to swift judgment, perhaps within a fortnight.

Army officers who led the February 4 rebellion have used delaying tactics to stretch out their military trial, which is still receiving testimony from witnesses and the accused.

While some of the coup leaders were captured by military units loyal to the government, 93 officers and cadets escaped to Iquitos, Peru, in a Venezue-

lan air force Hercules C-130 just before pro-government forces took control of the country's main air force base in Maracay late on Friday.

Venezuela's minister of foreign affairs, retired general Fernando Ochoa Antich, said the government would be seeking to extradite the officers and recover the aircraft and weapons they carried with them.

Venezuela's capital was quiet yesterday, except for the detonation of faulty bombs, dropped on La Carlota airport by rebel aircraft last Friday.

On Saturday, the day after the coup attempt, residents of the capital formed long queues at food shops, but were frightened off the streets after an unidentified helicopter strafed the presidential office complex in the centre of Caracas.

Shooting also broke out between snipers, police and security forces near the president's office, but this had ended by Saturday afternoon.

The Pérez government has already begun to ease some of the emergency measures introduced on Friday. The 6pm to 6am curfew has been reduced to 10pm to 5am. Maiquetia international airport outside Caracas has been re-opened, and the Caracas Metro has begun operating a limited schedule.

However, the Ministry of



Asylum problem for Peru

By Sally Bowen in Lima

THE arrival of an aircraft loaded with 93 Venezuelan military in the Amazonian town of Iquitos late on Friday has posed a delicate diplomatic problem for the Peruvian government.

Gen Francisco Visconti Osorio, the group's senior officer, claimed they fled Venezuela in danger of their lives. They had chosen to seek asylum in Peru because of "links of brotherhood which unite our people".

Diplomats and constitutionalists in Lima said that, on humanitarian grounds, the rebels could hardly be sent back to Venezuela. Granting them asylum, however, would further strain tense relations between the two countries.

Venezuela broke off diplomatic relations with Peru immediately after President Alberto Fujimori's April 5 coup and Venezuelan President Carlos Andrés Pérez has been one of the regime's most severe critics. As result of last week's elections, however, relations were likely to be normalised soon.

One solution might be to shift the Venezuelans on to a third country, possibly Chile.

Aid workers in Somalia fear US show of force

By Jurek Martin
in Washington and
Reuter in Nairobi

UNITED Nations officials considering new relief measures for Somalia have been warned that large-scale US intervention could jeopardise aid workers in the country.

Aid organisations battling against Somalia's famine have prepared evacuation plans, fearing reports that large-scale US military intervention will make foreign staff targets of Somali gunmen seeking hostages.

Virtually all relief organisations have said that they would pull out of Somalia while troop deployment took place to avoid the risk of being attacked by rackets who are angry at losing their grip on the "aid business".

The White House confirmed on Friday that the US administration had concluded that "some form of military activity" involving US troops was the only way to assure the security of relief supplies to Somalia.

Mr Marlin Fitzwater, the spokesman, said in Maine, where President George Bush is on vacation, that it was premature to speculate on troop deployments at this stage. Critical decisions have first to be reached in the United Nations Security Council, which has been holding meetings to discuss the US approach and report that Mr Clinton fully supports greater US engagement.

Mr Larry Eagleburger, acting secretary of state, has been in touch with foreign governments in Europe and in the region to drum up support for intervention. The case for this has grown stronger with the presentation of evidence that as much as 70 per cent of the international relief supplies reaching Somalia have been purloined and redirected to the broader African black market in food.

Washington is aware of the relief agencies' concerns that their staff in Somalia may be placed at greater risk by even the talk of outside military intervention.

However, it has concluded that the alternative would be to invite even greater criticism that it is doing nothing to prevent the humanitarian catastrophe.

There has been a fundamental shift in the Defense Department's previously firm view that Somalia was an imprudent territory for the engagement of US forces.

At a National Security Council meeting last Wednesday, neither Mr Dick Cheney, defence secretary, nor Gen Colin Powell, chairman of the joint chiefs of staff, raised objections to the State Department proposal that as many as 30,000 US troops be offered to a UN force.

However this force is composed, the US military still wants to ensure that its command remains under US command. This reflects its new belief that looters controlled by various Somali warlords do not pose a serious military threat.

Mr Brent Scowcroft, the president's national security adviser, briefed President-elect Bill Clinton this week on the new US approach and reported that Mr Clinton fully supported greater US engagement.

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Alaska oil spill suits settled

THE OPERATOR of the trans-Alaska pipeline has agreed to pay the state of Alaska and the federal government \$32m (£21m) to settle outstanding lawsuits related to the 1989 oil spill off the Alaska coast by the Exxon Valdez, writes Alan Friedman in New York.

Alyeska Pipeline Service Company, a consortium of oil companies formed to operate the pipeline, had been accused of failing to respond rapidly to the Valdez spill.

Under the agreed settlement, the money paid out by Alyeska will be used to build docks and warehouses to store equipment for the clean-up.

US authorities had previously settled their legal actions against Exxon, which said last year it would pay a record \$1 billion in connection with the Valdez disaster.

The state of Alaska is to receive \$30m from Exxon over 10 years, to settle civil charges, while Exxon and its shipping subsidiary have agreed to pay a \$150m fine to Alaska to settle criminal charges.

Franco to oversee prices policy

BRAZILIAN President Itamar Franco has taken control of price policy, bringing under his direct purview all monthly adjustments for public sector tariffs and medicines, writes Christina Lamb in Rio de Janeiro.

The controversial decision, announced by presidential decree, means Mr Franco will decide the prices of petrol, telephone calls, electricity, rubber, interstate transport and sugar cane. These are now adjusted monthly by a department of the Economy Ministry to reflect inflation (running at 26 per cent a month).

Mr Franco was concerned for the ability of Brazil's poor to afford basic items and medicines. However, Petrobras, the state oil company, has been losing \$10m (£6.5m) a day because of delays over price increases. The pharmaceutical companies retort that it is impossible to make medicines cheap enough for people who earn \$23 a month.

The financial community fears the next step will be a return to full price controls in an attempt to control inflation.

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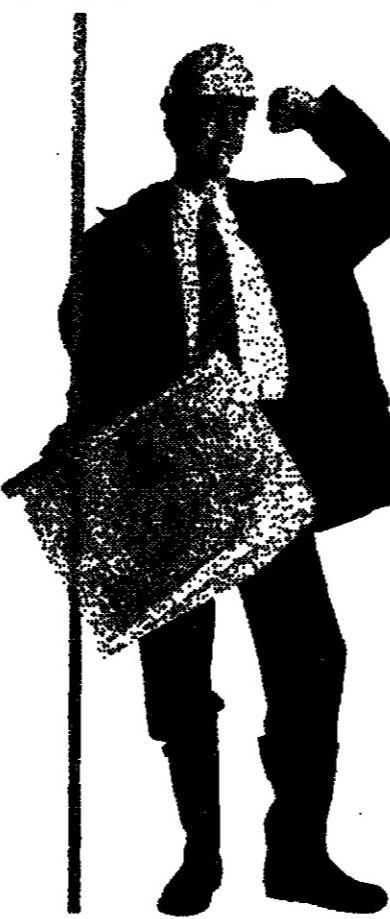
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Publisher 30 employees - health scheme and health screening programme



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Jeffrey

Tietmeyer firm on re-entry to ERM Major sets off to sell British view of EC

By Peter Marsh,
Economics Staff

BRITAIN and Italy should put their economies on a stable footing before being allowed back into the European exchange rate mechanism. Mr Hans Tietmeyer, deputy president of the Bundesbank, has suggested.

Speaking at a conference in London at the end of last week, Mr Tietmeyer also said he hoped the recent devaluation of the Spanish peseta and the Portuguese escudo had "cleared the air", and that no more ERM adjustments would be needed in the foreseeable future.

In a broad swipe at European governments, Mr Tietmeyer said they should continue to put their faith in the Bundesbank's ability to act as the linchpin of the ERM.

He also hinted that European monetary arrangements were more likely to evolve around the concept of a two-speed system, with specific countries excluded from an inner core of nations centred on Germany.

Echoing the tone of Mr Tietmeyer's comments, Mr Robin Leigh-Pemberton, governor of the Bank of England, also urged caution before Europe proceeded to a common economic and monetary policy.

He told the conference that while many EC nations were "tackling deep seated structural shortcomings", it would be unwise to fix exchange rates across the continent as part of economic and monetary union.

Mr Tietmeyer, who is due to step up next summer to the top job at the German central bank, blamed the recent strains in the ERM on "economic policy discrepancies".

While agreeing that high German interest rates related to German unification had been one factor, he said another reason for the summer's turbulence had been the divergence of the economies of the "core group" of ERM nations from those of Britain, Portugal, Spain and Italy.

By Ivo Dernay,
Political Correspondent

MR John Major embarks on a three-day round of European capitals today determined to impress on his fellow heads of government that there is a great deal more at stake at next week's Edinburgh summit than the reputation of the British presidency.

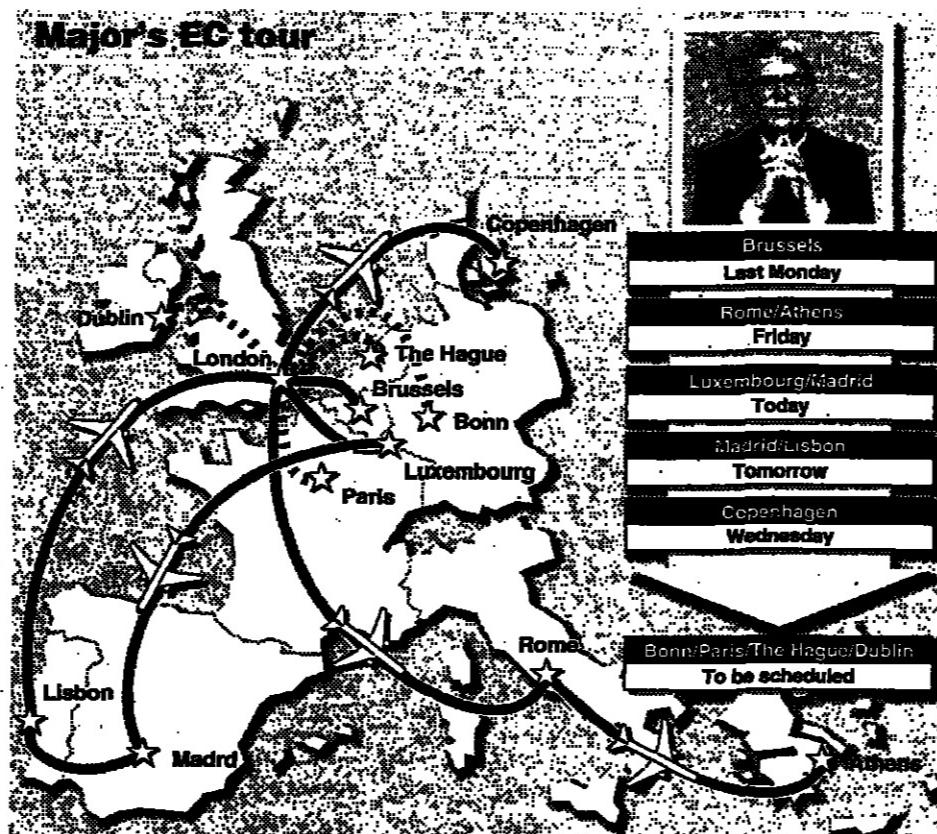
The prime minister's key message to Mr Felipe Gonzalez, his Spanish counterpart, when they meet tomorrow morning will be that all sides have a vested interest in reaching a deal as failure could tip recession into slump.

"What has to be made clear," said one British government minister last night, "is that agreements at Edinburgh could help market confidence and aid recovery, failure could turn recession into slump."

With the peseta, the escudo and the punt all highly insecure within their exchange rate mechanism bands, anything short of a success could provoke a fresh bout of jitters in the markets, again destabilising the ERM.

Mr Major's trip begins today with talks in Luxembourg with Mr Jacques Santer, the prime minister. But the crucial visit is on the next leg to Madrid where he must attempt to calm Spanish anger at what they see as parsimony by the rich northern countries, led by Germany and the UK, over the

Major's EC tour



cohesion fund for the poorer south.

Using all his powers of conciliation, Mr Major will claim Spain and its Mediterranean colleagues have

already had a significant victory in the preliminary negotiations on future financing of the community.

A key element in the new

arrangements means that the Value Added Tax element in the Community's revenues will be reduced immediately from 55 per cent to 50 per cent, rather than phased over five

years. This has long been sought by Madrid.

Furthermore, Mr Major will stress that the difference between the UK presidency's financing proposals and those of the commission amount to just £20.5bn (£22.02bn) a year.

He will juxtapose that figure with those showing the combination of the cohesion fund with existing structural funds will total average annual provisions over the next seven years from Ecu 10.5bn to Ecu 11.5bn.

What he is desperate to avert, however, is any attempt by Mr Gonzalez to use an alliance with France involving the threat of opposition to the Gatt trade deal as fresh leverage on the north. He is also determined to avoid any opening of the debate on Britain's budget rebate.

Like other UK ministers, he will point out that the UK's commitment to the Community can be measured in the fact that, even with the rebate, it is the second largest contributor to EC funds.

One minister pointed out yesterday that the UK is aware that Spain needs a good deal to help sell the Community to its voters at a time when northern products and companies are increasingly penetrating its market.

But the hardened bottom line is that Madrid must realize that no deal at all is a substantially worse option

than what is on offer.

In some respects a similar message will be taken to Copenhagen where the Danes demands for "opt-outs" from aspects of the Maastricht deal are top of the agenda.

The UK presidency appears increasingly convinced that acceptable wording on subsidiarity and openness can be found. But there are considerable concerns over Denmark's four additional requirements of exemptions on such common policies as citizenship rights and internal March.

In spite of the mounting nervousness and doomsaying, however, there are still some in London who believe that the sheer complexity of the negotiation, alongside its urgency, could help rather than hinder a final successful outcome.

There is even some speculation that Paris could decide to keep its difficulties with Gatt off the agenda in order not to confuse it with all the other high-stakes poker now about to be played.

What is certain is that senior British ministers believe that the future financing of the community will be the central debate at Edinburgh. The success of the summit in resolving the other highly controversial and important issues also in play will depend on whether the financing deal can be agreed.

French Socialists court Greens

By William Dawkins in Paris

FRANCE'S weakened Socialist party renewed calls over the weekend for a partnership with the country's two environmental groupings, in an attempt to reverse a conservative victory in legislative elections next

March. Mr Laurent Fabius, first secretary of the Socialist party, asked them to join a broad left-wing coalition of "Forces of progress" also including independents and reformists. His call at a meeting to prepare the Socialists' election strategy, comes nearly a month after Génération Ecologie and the Verts agreed to an electoral pact, expected to win them their first significant presence in the national assembly.

According to calculations by the Figaro newspaper over the weekend, green parties would beat the Socialists in more than a quarter of constituencies in the first round of a legislative election and win enough votes to get through to the second round, for a run-off.

The projection, based on last March's regional election results, in which the Socialists were humiliated, indicates that ecology candidates would beat 20 per cent of the current Socialist MPs in the first round. The two green parties attracted a combined 14 per cent of the votes in the regional elections, making them France's third political force after the conservatives, which won 38 per cent in March and the Socialists with 18.3 per cent.

However, the projection should be taken with caution since French regional polls are by proportional representation, while the general election is run on a single majority vote by constituency. Socialists agreed over the weekend to reserve 30 constituencies for non-Socialist candidates, including ecologists. However, politicians of both green parties have so far been unwilling to join forces with the Socialists on the grounds that they would do better alone.

Spaniards to insist on all of Maastricht treaty

By Tom Burns in Madrid

WHEN Mr John Major, UK prime minister, arrives in Madrid he will be firmly told that he is killing the Maastricht spirit.

Mr Felipe Gonzalez, the premier who led Spain into the European Community in 1986, will also tell Mr Major that he is determined to keep the Maastricht flame alive at the Edinburgh summit. The Madrid talks are likely to be the toughest facing the UK premier in his pre-summit tour of Community capitals.

"Major has introduced a whole set of uncertainties over European union," a senior aide to Mr Gonzalez said. "We stand four-square behind what was agreed at Maastricht. We are very, very firm on this."

Mr Gonzalez's platform has three planks: that the Community's budget should be appreciably increased; that the richer partners should increase their contribution to the budget; that the poorer partners should progressively receive more in order to catch up. This is essentially the basis of the so-called Delors II EC budget package agreed at Maastricht and it boils down to north-south transfers in the form of cohesion funds.

While the Spanish government accepts that recession will introduce some limits on Community spending it insists that these must be minimal and that convergence must demonstrably remain as the life-force of the Brussels budget. It views Mr Major's budgetary proposals as a blatant attack on the economic cornerstone of the Community's less developed members, makes Madrid the most articulate spokesman of the convergence

process that would erode economic imbalances that lie at the heart of the European Union ideal.

Spain may be not a recipient now but in 5 to 10 years' time it could be a net contributor," says Mr Carlos Alonso Zaldívar, the head of the Madrid government's policy planning unit. "What the UK and the richer members forget is that we provide the markets that fuel EC growth."

Spain has narrowed its gap with the Community's northern tier - between 1985 and 1991 its per capita gross domestic product rose by 6.6 points to 72.2 per cent of the EC average - although EC funds flowing into Spain in the past six years have averaged only 0.3 per cent of the Spanish GDP. In contrast Community transfers to Greece and Ireland over the period

have represented 3 per cent and 5 per cent of their respective GDPs.

In the meantime, Spain's trade balance with the EC, which accounts for 70 per cent of Spain's exports and 60 per cent of its imports, has deteriorated sharply since joining the Community. A 1988 deficit of £235.9m in trade with the EC had grown to £7.8bn by 1990.

Mr Major received a taste of Spanish feelings at last Friday's "conference" of EC ministers in Brussels. Mr Carlos Solchaga, the Spanish finance minister, said that Mr Major's package was "not even rhetorically a compromise proposal". According to Mr Solchaga, "nobody who wanted to demonstrate that the spirit of Maastricht remains alive would have made such a proposal."

Can you free yourself from networking tangles without unravelling your network?

Spent any money on computers lately?

Hopefully, it's not a sore subject. If it is, it's probably because you've discovered that not all computers want to talk to each other. Yet the need for computers to exchange information has never been greater. How do you get them to communicate without totally changing what you already have?

We believe you do it by working with companies that believe in open systems. That's why we shared the UNIX® operating system, which was invented at AT&T Bell Laboratories, with other manufacturers. Now, through the people and products of NCR, an AT&T company, we're helping businesses create networks that can use many different suppliers and technologies. This approach lets you design your network around your needs, and not around the vision of a single vendor.

AT&T supplies a range of services and equipment to consumers, business customers and telephone companies. We do it by listening closely and working together with you towards a solution, rather than by telling you we have a prepackaged answer to every problem you face.

In other words, we model our networked communications on the most open relationship of all: the one we have with our customers.



UK junior market may close

By Andrew Jack

THE STOCK EXCHANGE is set to recommend the closure of the Unlisted Securities Market, the UK junior market, in a consultative document to be issued in the next few weeks.

The action follows regulatory changes and declining interest by investors and companies in the USM, founded 12 years ago to help entrepreneurs gain access to UK equity markets.

Final approval for the recommendation must still be made by the stock exchange's quotations committee and the board, chaired by Sir Andrew Hugh Smith, before a document is issued for public consultation.

Unless there are strong objections, that could lead to closure of the market to new issues by mid-1993, with a transition period of at least another year before all companies are moved to the main market or delisted.

The stock exchange launched a review of the USM early this year, writing to canvass views from all of the roughly 330 remaining companies on the market and many other practitioners.

The result is believed to have shown a clear consensus that many companies on the USM wanted to move off it, while others had little interest in joining, leaving questions about the quality of those that remained. It highlighted that the remaining regulatory distinctions between the main market and the USM have eroded and the difficulties in transferring from one to the other have reduced substantially. Many brokers are already advising USM applicants to comply with the exchange's full listing requirements.

The exchange refused to confirm the contents of the document yesterday but said: "We have undertaken an enormous amount of research on the USM. There have been many changes since it was introduced. We have to see whether there is still the need for a distinct regulatory regime."

Slow death, Page 13

Lamont reports may prompt reshuffle

By Ivo Dawney,
Political Correspondent

PRESSURE ON Mr John Major to conduct an early cabinet reshuffle grew yesterday after disclosures that Mr Norman Lamont, the chancellor, had received a £4,000 payment from the Treasury towards private legal costs last year.

The report that he received

the sum in a case involving the eviction of a tenant was confirmed by the chancellor on Saturday night. The incident has led several senior Conservative backbenchers to question Mr Lamont's judgment in accepting public funds.

Whitehall also rallied to Mr Lamont with senior Treasury officials insisting that the idea

for the payment had been proposed by civil servants on the grounds that it met well-established criteria and that taking

legal advice had been in the public interest to defend the chancellor's reputation.

But Labour is determined to raise the case in the Commons today by demanding a statement from Mr Lamont, justifying his decision to take taxpayers' money to meet a personal expense. Mrs Margaret Beckett, Labour's deputy leader, led the protest yesterday asking why the payment was kept secret if it was all in order.

The Commons public accounts committee is also expected to turn its attention to the payment, which met just part of a £23,000 legal bill incurred in evicting a Ms Sata

Dale from Mr Lamont's Notting Hill home. The balance was paid from Conservative party sources.

The new disclosures following last week's leaking of Mr Lamont's unpaid credit card bill fuel the belief among some Tory MPs that the chancellor is irredeemably "accident-prone". Many believe Mr Major has little alternative but to move him to a less prominent cabinet post in a reshuffle during the Christmas recess.

Speculation on his likely successor has centred on Mr Kenneth Clarke, home secretary, Mr Michael Howard, environment secretary, and Mr John

MacGregor, transport secretary.

Any change would attract close scrutiny from Conservative MPs for its bearing on the government's stance towards European policy and its thinking on sterling's future in relation to the exchange rate mechanism.

Some Tory loyalists came out firmly for the chancellor, blaming the media for launching a "witch-hunt". Mr John Wills, chairman of the Commons' Treasury committee, said: "If this was approved within the Treasury I would think there is no question of impropriety."

Britain in brief

Jobless outlook

The number of people unemployed and claiming benefit in the UK will continue to rise until at least the spring of 1994, according to a report by the Employment Institute, an independent research body.

By then, almost 3% of people will be unemployed, compared with the current level of 2.8m. The report says the autumn economic statement failed to do more to help the unemployed, particularly those out of work for more than a year.

Green pressure

The Central Statistical Office is considering how to evaluate the harmful effects of human activities on the environment,

in response to a United Nations proposal that member states should establish integrated economic and environmental national accounts. The CSO is examining how environmental statistics might be presented to clarify the interaction of the economy and natural resources.

Chancellor's image badly tarnished by disclosures

Talk about a successor is spreading, says Philip Stephens

According to senior Whitehall insiders, Mr Lamont had not asked for the money. Instead it had been offered after his officials judged that protecting the reputation of the chancellor was a legitimate public expense.

The payment had been approved both by the then permanent secretary Sir Peter Middleton and his successor Sir Terence Burns. An explanation was sent to the National Audit Office.

But whatever the proprieties, ministerial colleagues acknowledged yesterday Mr Lamont had made a serious political misjudgment. They also queried whether he should have accepted the generosity of the anonymous Conservative benefactors who paid the remainder of the legal costs.

The timing could not have been worse. Only a few days earlier, illegal disclosures about Mr Lamont's credit card record had indicated that the chancellor had been repeatedly behind in his repayments.

The two events conveyed an image of a chancellor living beyond his means, a bon viveur charged with stewardship of

the nation's finances but careless about his own.

In more tranquil times Mr Lamont might have been able to brush off the controversy. But two years of deepening economic gloom and the disintegration on September 16 of the government's economic strategy with sterling's withdrawal from the ERM have undermined his reputation.

Several colleagues believe Mr Lamont should have resigned in the aftermath of the ERM debacle on Black Wednesday. Many now think Mr Major should move him in early January, installing a new chancellor before preparations begin in earnest for the March Budget.

Hitherto Mr Lamont's position has been underpinned by his support on the right of the party. Euro-sceptics, the chancellor has made it clear he will be in no hurry to take sterling back into the ERM.

But there were signs at the weekend that his admirers were beginning to question whether Mr Lamont could re-gain confidence central to hopes of economic recovery.

There are signs of strain between Mr Major and Mr Lamont. Mr Lamont

has told his allies he has an assurance from Mr Major that his position is secure. But their relationship - the most important in the government - is businesslike rather than



Norman Lamont: reports dealt another blow to the government

friendly. Nor is Mr Lamont's reputation high within the Treasury. He is judged to lack the intellectual clout - and capacity for hard work - of some of his predecessors.

Some senior Conservatives were cautioning last night that Mr Major might yet seek to avoid a reshuffle which would anger Euro-sceptics.

To move Mr Clarke or Mr MacGregor - both prominent pro-Europeans - to the Treasury could increase the number of potential rebels. Mr Clarke in No 11 Downing Street could do it.

Howard, the most junior candidate, shares Mr Lamont's instincts on Europe and the ERM. Mr Clarke, widely acknowledged to be the most powerful minister in the cabinet, has by far the strongest claim to the chancellorship.

Mr Major is a cautious politician but after the trauma of the past few months he and his government need above all to demonstrate that they have re-established a grip. Putting Mr Clarke in No 11 Downing Street could do it.

BR fails targets

British Rail's InterCity sector is set to end the first year of the Passenger's Charter performance targets with seven of its routes failing to meet the required levels either of punctuality or reliability.

Five routes are failing so far short of their targets that they are likely to trigger 5 per cent discounts for passengers renewing season tickets.

InterCity says the targets are unrealistic because they require all routes to perform to the same standards, regardless of whether they have been modernised.

Coal setback

Further opposition has emerged among UK regional electricity companies to suggestions that the government should delay a planned increase of competition in the industry to make room for a bigger coal market. Seaboard, serving Kent, Surrey and Sussex, has told MPs inquiring into UK energy policy that deferring liberalisation would strengthen the position of the two main generators and frustrate customer expectations of increased choice of supplier.

Blood review

The government is to establish the National Blood Authority, which will plan and manage blood services in England to ensure high standards of safety, quality and cost-efficiency throughout the service.

At present, blood services in England are managed by three separate services. Mr Tom Sackville, junior health minister, said the decision would help ensure blood supplies remained among the safest in the world.

REPEAT CALL TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "VIEX Constructions and Equipment of Industrial Facilities", of Athens, Greece.

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleniou Street, Athens, Greece, in its capacity as Liquidator of "Viex Constructions and Equipment of Industrial Facilities", a company having its registered office in Athens, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990, announces a repeat call for tenders for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

BRIEF INFORMATION: The Company was founded in 1980 and until 1991 (when it was first declared under liquidation in accordance with article 9 of Law 1386/1983) was involved in the study, construction and manufacturing of all kinds of industrial equipment and facilities, machinery, cars etc. The operation of the Company ceased in 1991. No personnel is currently employed. The Company assets include facilities built on a land of 36,019 m², in Mandria, Attica, facilities built on a land of 4,650 m² in Piraeus, and a 50% share on a land of 5,246 m² in Larissa. Assets also include machinery, mechanical equipment and trade marks.

OFFERING MEMORANDUM-FURTHER INFORMATION: Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
2. **Binding Offers:** For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 22nd December 1992, 11.00 a.m., to the Athens Notary Public George Stefanakos, address: 39 Academias str., Athens, tel.: +30-1-645.04.22 +30-1-360.69.69 Fax: +30-1-645.04.23.
3. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
4. **Submissions:** Binding offers together with the letters of guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.
5. Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 22nd December 1992, at 13.00 p.m.. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
6. A highest bidder shall consider the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account which shall be calculated on the basis of a discount interest at an annual rate of 26% compounded quarterly or yearly.
7. The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
8. All costs and expenses of any nature in respect to the participation and the transfer of the asset offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
9. The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offer or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. The liquidator and the notary shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for adjudication nor shall the participants acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.
10. This invitation has been drafted in Greek and translated into English. In any event the Greek version shall prevail.

For obtaining the Offering Memorandum and for any further information please apply to the Liquidator's agent: Mr. Constantinos Christopoulos, address: 56, Panepistimiou str., Athens, tel.: +30-1-3632047 or 3231484, fax: +30-1-3217905.

REPEAT CALL TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "E.G.L. PAPER MANUFACTURING OF WESTERN GREECE SA", of Athens, Greece.

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleniou Street, Athens, Greece, in its capacity as Liquidator of "E.G.L. PAPER MANUFACTURING OF WESTERN GREECE SA", a company having its registered office in Patras, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990, announces a repeat call for tenders for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

BRIEF INFORMATION: The Company was founded in 1988 and was involved in the manufacturing of paper. The Company's operation ceased in 1991 and no personnel is currently employed.

The Company's assets include: (1) Industrial complex in Patras, comprising buildings of a total space of 32,614 m² and total bulk of 295,751 m³, built on land of 48,310 m², six paper making machines and other mechanical equipment and five plots of land of a total 5,484 m²; (2) Industrial complex in Aigio, comprising building of a total space of 20,109 m² and total bulk of 200,693 m³, built on a land of 34,841 m², four paper making machines and other mechanical equipment and one plot of land of 363 m² and (3) other assets such as office furniture, equipment, trade marks etc.

OFFERING MEMORANDUM-FURTHER INFORMATION: Interested parties may obtain an Offering Memorandum in respect to the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
2. **Binding Offers:** For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 22nd December 1992, 11.00 a.m., to the Patras Notary Public Mrs Fani Falteta-Anagnostidou, address: 137, Maziou str., Patras, tel.: +30-61-27.68.08.
3. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
4. **Submissions:** Binding offers must be accompanied by letters of guarantee, for an amount of drs sixty million (60,000,000), issued, in accordance with the draft form of letter of guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the letters of guarantee shall be forfeited as a penalty.
5. Submissions shall be made in person or through a duly authorised agent.
6. As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account which shall be calculated on a basis of a discount interest at an annual rate of 26% compounded quarterly or yearly.
7. The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
8. All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
9. The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. The liquidator and the notary shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for adjudication nor shall the participants acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.
10. This invitation has been drafted in Greek and translated into English. In any event the Greek version shall prevail.

For obtaining the Offering Memorandum and for any further information please apply to the Liquidator of the Company: "ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities", address: 1 Skouleniou street, 105 61 Athens, Greece, tel.: +30-1-323.14.84, fax: +30-1-321.79.05 (att: Mr Peter P. Dracopoulos) or the Liquidator's agent in Patras: Mr Dimitrios Simatos, address: 43-45, 28th October str., Patras 26722, tel.: +30-61-422.004.

Joe [unclear]

Most big organisations attempt to provide some sort of training for their managers, either in-house or bought-in. Always done with good intention, it can be both extremely expensive and conspicuously ineffective.

Very frequently, the people who plan or pay for the training are disappointed because the results are not what they expected. Is this because their expectations are inappropriate, the training methods are flawed, or their managers are untrainable?

The first problem lies in determining the goals of management training. These may be general or specific; implicit or explicit; realistic or unrealistic; achievable or impossible; measurable or simply determined by gut-feel; trackable or not.

Most management training is about the acquisition of some skill - technical or interpersonal - though it could also be about insight and increasing sensitivity. As such, the training is often, but certainly not always, modestly successful. The question, however, remains why the skill is not retained between the classroom and the office.

Apart from skill acquisition, management training can offer other benefits. Courses allow people from different parts of the organisation to network, to compare and contrast and to establish lateral links. It may be an expensive way of bringing people together but it can be very effective, particularly if trainees are required to operate in competitive teams or undergo out-work-bound-type dangers.

Courses can also help to change the culture of an organisation, either deliberately or not. Taught similar skills, or even concepts and terms, employees develop into a more homogeneous body who, despite the fact that they have different functions and expertise, seek a common language.

Some courses may also be perceived as a perk for those attending, not because it is time away from the daily grind, but rather because they acquire some valuable and transportable skills. In this sense, management training facilitates career development and may be seen by employees as positive.

But most organisations have a training department, or bring in consultants, to make their staff more efficient and effective. A laudable aim but frequently unfulfilled. Why? The following are some of the reasons why many management training courses fail to deliver enough bang for the (frequently large) bucks.

• The goals of the course are unsatisfactory. Some skills are easier to train than others; many are not

Adrian Furnham looks at why many managers are dissatisfied with the courses they attend

Low marks for training



acquired easily; most take lots of practice. What can one realistically expect from a three, five or even 14-day course? Consider how long it takes to master a language or to become fully computer literate. Short, sharp shock courses may get one started, but need extensive post-course back-up, if skills are to be retained.

• The teaching method is inappropriate. Not all skills can or should be taught in the same way. There

should be a balance between instruction, practice and feedback. Not everybody likes to be taught in the same way. The preferred pace of instructions is also important. Most people who attend like to be entertained by a jovial, story-telling consultant. But do they learn anything?

• The corporate culture discourages the use of skills. Although the organisation may be eager for employees to use a particular skill or way of behaving, the strong corporate norms inhibit or even punish it. The skills learned, then, are never used and it is the course that

• The skills are not necessary and inappropriate. Though the insight, language and skills acquired may be interesting, they are not strictly relevant to the trainee's job.

• The corporate culture discourages the use of skills. Although the organisation may be eager for employees to use a particular skill or way of behaving, the strong corporate norms inhibit or even punish it. The skills learned, then, are never used and it is the course that

takes the blame. The skills were never really acquired on the course. True skill acquisition take effort and can be hard work. Some trainees prefer a rather old-fashioned chalk-and-talk routine where they are in control. Things can look easy from the participants' point of view and they may bluff themselves that they have accepted the skills, but in reality they have not.

• The skills are not easily transferable. The atmosphere and context within which one acquires a skill may be very different from that in which it is supposed to be practised. This makes skill transfer less probable and certainly less easy, and may account for the course "failure".

• The training tasks and situations are unlike the "real world" situation. The more similar the practice and the real situation the better the transfer of skills and vice versa. Are plush country hotels or well-equipped training centres similar to office environment or not?

Using high-trust, low-threat "learning environments", many middle-management courses focus on personal renewal and the development of skills. These courses play an important (even life-changing) role in their participants' personal and professional lives.

Then a typical scenario emerges. After the course the change participants return to their organisation. Because no one else from the organisation was on the course the participant gets little reward for their experience.

Any notions about change and new ideas are knocked out of their minds by daily tasks and problems. As a result many participants report that frustration with their inability to affect their organisations any more than they were before they attended the course.

Training courses work in the sense that learning occurs and is retained under specific conditions. People must want to learn and attend the course one volunteer is worth 10 consultants.

People need reinforcement and rewards for skill acquisition, not being ignored, despised or punished. Practice of skills is imperative and needs to be distributed over time.

Personnel magazines are full of residential training course advertisements. They promise the earth and a fully changed individual - motivated, full of insight, skilled and enthusiastic.

Often the person who returns after a training course is exhausted, over-fed and a bit bewildered. Training courses can change people's lives but not in ways always anticipated by those well-meaning employers who send them on the course.

The author is Professor of Psychology at University College London.

Old-timers who slow the pace of corporate change

By Andrew Baxter

Managing change is rightly identified as one of the key competitive issues for manufacturing industry in the 1990s, but are UK companies getting it right? A survey by Ingersoll Engineers, the UK consultancy, suggests that manufacturers understand the importance of the issue, and know the key ingredients for success - but are not yet using all of them as effectively as they might.

Ingersoll's fourth annual survey, *Commitment: Implementing the Vision*, comes a year after it accused operating managers of approaching change too timidly, perhaps for external reasons such as uncertainty over company ownership.

This year, Ingersoll looks at the internal workings of manufacturing industry and its approach to change, with the help of 200 managing directors or chief executives, operating directors, manufacturing directors or general managers.

The survey found broad agreement on the five success factors for managing change: vision, strategy, implementation, communications and behavioural issues. But it discovered that managers do not give the five factors equal importance.

While vision and strategy were seen as "very important" by managing directors, their commitment wanes as the process moves towards planning, measurement and implementation. This lack of commitment has two important effects.

First, responsibility for implementing change is delegated to people "learning on the job" - skilled line managers rather than "change managers". Only 55 per cent of change programmes use task forces or specialist resources, and these only in part, the survey finds.

Second, and worse still, implementing the programme is delegated typically to those groups perceived as most resistant to change - among middle managers, administrators and supervisors in particular.

Among these groups, says Brian Small, Ingersoll's managing director, will be found people who see themselves as "guardians" of the company, employees of long standing, who know the importance of the company to their family and their town, and do not want to see a new MD ruining everything - and then being promoted after three years.

But the "guardians" are not negative, says Small. They are simply cautious. The trouble is, they are not informed early enough about the change programme - in some 40 per cent of cases supervisors are not told until the start of implementation.

Winning the commitment seen as key to the five success factors, therefore, depends on better organisation to manage change.

"Detailed planning and implementation is not yet a high enough priority nor a sufficiently developed skill while communication still leaves much to be desired," says Ingersoll.

And the evidence for that comes from the MDs themselves. The four most difficult problems in change programmes are seen as changing people's behaviour, keeping to schedule, dedicating adequate resources and motivating people. So Ingersoll has "six pointers" for MDs facing a change programme.

Your help will be needed by the team throughout, not just with vision and strategy.

• Recognise that you will need to build sophisticated new project management skills.

• Communicate as a priority - as early as you can.

• Everybody will absorb the changes at their own rate.

Everybody must "buy in" and become involved; encourage the dialogue that makes this happen.

• Before starting, be sure your implementers are fully committed.

• To win commitment, ensure you have a meticulous plan.

Ingersoll Engineers, Bourton Hall, Rugby, Warwickshire, CV23 9SD.

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create change now...
you may not be around
to tell the story.

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On every front, companies are faced with shifts in markets, competition, technology, communications and politics.

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The International Institute for Management Development (IMD) has researched fundamental change and restructuring in major corporations.

And based on these findings are offering, under the general theme of Implementing Change in the Enterprise, a leading-edge "International Executive Program" (IEP).

The three-week program aims at developing proactive responses to these radical shifts and concentrates on three key areas:

Anticipating fundamental change. Identifying the drivers of change, assessing

forces of resistance and building change scenarios.

Exploiting change. Using the various key change processes and the development of action-based change plans.

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The IEP program brings together key executives at different levels of responsibility to ensure the success and ownership of the transformation process throughout the organization.

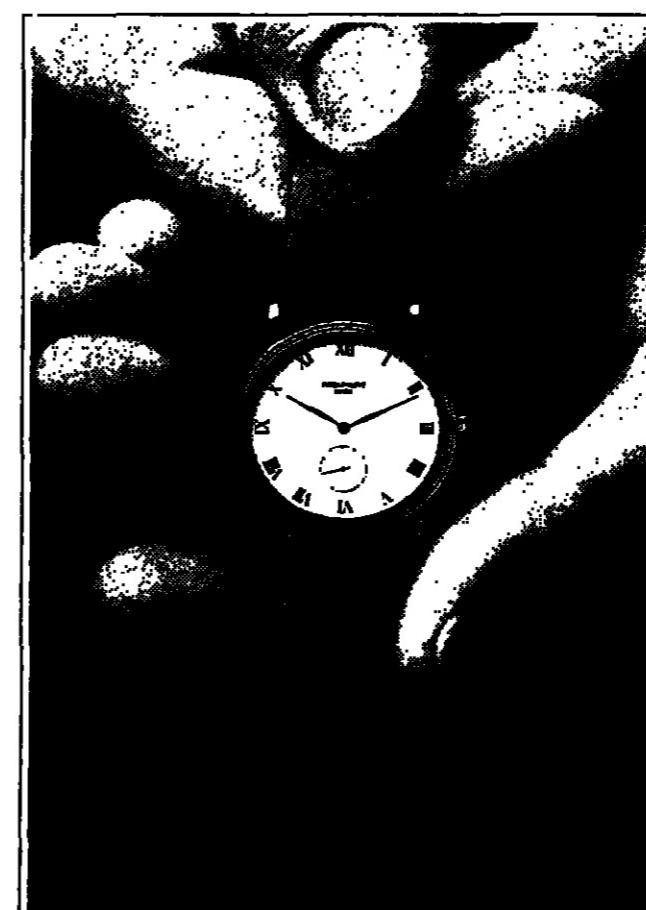
During their stay, participants also have the opportunity to work with faculty and peers on their own change management projects and gain new insights on how to deal with them successfully.



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Waste water treatment scheme

AMEC CIVIL ENGINEERING has won a £5m contract from Anglian Water to construct diaphragm wall waste water holding tanks, together with gravity sewers, pumping mains and buildings at Cromer, Sheringham and Overstrand on the north Norfolk coast.

Sewage discharging through the short sea outfalls is to be intercepted and delivered to a new treatment centre near Cromer. Treated effluent will then be discharged into the North Sea via a new long sea outfall.

The company will install a 4,300 cu metre storm waste water holding tank and construct a pumping station on the west promenade at Cromer. The tank will be located at the site of a Victorian shelter at the sewer will be laid along the promenade in Cromer from the town centre to the new pumping station and storm tank, to intercept all sewage flows presently discharging onto the beach or the short sea outfall.

At Sheringham a 25 metre diameter, 3,076 cu metre storm sewage holding tank will be installed and a pumping station constructed. On completion of the cover slab, a building will be constructed to house pump control equipment, odour control and other facilities.

New sewers, generally up to 375mm diameter, will be constructed at Overstrand and will include construction of 1.5 metre diameter and 2.1 metre diameter on-line sewer storage tanks.

Caribbean hotel

KIER CARIBBEAN has started work on a £125m project to build central facilities at La Toc Hotel in St Lucia for the Sandals Hotel Group.

CONSTRUCTION CONTRACTS

Facelift for the Old Lady



£30m Birmingham offices plan

JEREMY COX, part of John Lilliot Group, has won an £850,000 contract from the Bank of England for the external refurbishment of its head-

quarters (pictured above) in Threadneedle Street, London EC2. The contract includes repairs and cleaning of the building's stone exterior and

restoration of windows with resurfacing and waxing of all bronze work in preparation for the Bank's tercentenary celebra-

tions in 1994.

TARMAC CONSTRUCTION will shortly sign a £30m design and build contract to develop the former Lewis' department store in Birmingham city centre into an office complex to be known as Temple Court. Overall, the project will cost a total of £70m.

Construction consultants, Wakeman, who are acting as project managers and quantity surveyors for the developers, Richardson Barber Properties, have confirmed that agreement in principle has

been reached with Tarmac. The development is a joint venture between the two Black Country companies, Richardson Developments, of Oldbury, and Barber Properties, of Stourbridge.

It is intended that work on site will commence before Christmas in order to achieve completion by June 1994.

Temple Court will provide 225,000 sq ft of office accommodation above the ground floor, half of which is currently under offer to a leading finan-

cial services company. The remainder is to be converted and fitted out with eight county courts, with associated facilities, for purchase by the Lord Chancellor's department.

There will be specialty shopping at ground floor with the walk-through Minories being transformed into a spectacular enclosed atrium. Basement car parking will be created for about 200 cars.

The design of the scheme is by architects, Peter Hing and Jones, of Birmingham.

At the same time, Colin Ryder, who has been chief executive since January 1991 but did not previously have a seat on the board, has been

made managing director.

Biwater has effected the same change at Bournemouth and West Hampshire; hence Tony Cooke is also made managing director and goes on the board of the two companies, which are to be merged.

The appointments follow the three companies' recent conversion from statutory to PLC status.

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from Esso

Architecture/Colin Amery

A foolish plan to reinvent Windsor

Watching the flames at Windsor was a numbing experience and only the gradual passage of time has put the disaster into some perspective. The losses are, in architectural terms, immense. The stroke of luck, if one can call it that, was that important works of art had been moved from some of the rooms in preparation for the next stage of a comprehensive rewiring programme. Six major rooms have been destroyed or badly damaged with roofs and ceilings suffering the most.

The fire began in the private chapel, a relatively modest room that was refurbished by Sir Hugh Casson in a wave of modernisation early in the Queen's reign. Will this be the first room in Britain to be restored in the Casson style? The Octagon Room, close to the chapel, was also damaged but the serious losses are the enormous St George's Hall, the Grand Reception Room, the State Dining Room, and the Crimson Drawing Room. All these rooms represent part of the complete transformation of the castle by King George IV in the 1820s. There is no doubt that George IV, both as King and Prince Regent, was the finest royal patron of the arts since King Charles I.

Windsor Castle was extensively altered by Charles II, but by the 18th century it had become unsuitable for the residence of the sovereign of a major world power. In 1824, the House of Commons granted the not inconsiderable sum of £150,000 for improvements at Windsor. Sir Charles Long, the King's principal artistic adviser, organised an architectural competition. He invited three architects from the Office of Works — Sir John Soane, Sir Robert Smirke and John Nash — to compete with one outsider, Jeffry Wyatville (who was to rename himself when he was knighted, Sir Jeffry Wyatville). After long consultations with the King, Charles Long produced a fascinating and extremely detailed brief. Wyatville followed the brief very precisely and won the competition.

Wyatville's ambition at Windsor was to create in the Upper Ward a series of State Apartments on the north side

with a new grand entrance, the George IV gateway, on the south side. An important part of the brief and Wyatville's plan was to improve and romanticise the castle's silhouette. This included raising the height of the Round Tower by 33 feet to make it the dominant element in the new group of battlemented and machicolated towers. As an exercise in the picturesque, Wyatville and his patron achieved a remarkable success; seen from the Great Park, or even from the M4 motorway, the castle makes one of Europe's most romantic skylines.

I am amazed that the Royal Institute of British Architects has reacted to the fire at Windsor not with a scholarly and thoughtful response based on historical knowledge, but with a Pavlovian reaction urging "an architectural competition to be held for the rebuilding of Windsor Castle. An architectural competition would be a far more positive assertion of tradition than the slavish recreation of Victorian pastiche. A contemporary rebuilding could also provide an unrivalled opportunity to combine state rooms with acceptable modern galleries in which the Queen's art collection could be put on permanent, and safe, public display. This really would be worth every penny of the public money that the rebuilding will cost." The RIBA's statement goes on to urge the Queen to take advice from the president of the Institute and Sir Hugh Casson.

Apart from the breathtaking ignorance that tries to suggest that good Regency architecture is Victorian pastiche, I wonder whether any member of the RIBA has recently been to Windsor or taken the slightest interest in English artistic and architectural history. The facts are that the walls of these important state rooms remain and there is sufficient plausibility in the Grand Reception Room, for example — one of the finest neo-Rococo interiors in the world — for the only solution to be painstaking and accurate restoration. There is plenty of archival evidence of how these rooms looked and only a committee of historians and the finest conservation architects can ensure that a decent job of restoration is car-

ried out. I can only suppose that the Institutional architects did not notice that most of the furniture, tapestries and pictures that belonged in these rooms was carefully rescued and is of a quality that deserves appropriate reinstatement in properly restored rooms.

In Vienna last Friday another architectural loss was sustained when a part of the Hofburg Imperial palace was badly damaged by fire. The main loss seems to have been the great Redoutensaal built by the Empress Maria Theresa and used for international con-

ferences. The reaction of the Austrian Chancellor Franz Vranitzky was the appropriate one. "The whole area was recently renovated and was one of the prominent jewels of our city. We'll just have to reconstruct it again."

The same sentiments should apply to Windsor Castle. There is an aesthetic consistency in the Gothic progression of rooms from the Great Staircase (later altered by Salvin) through the great vaulted Guard Chamber with its military decoration and tributes to Marlborough, Wellington and Nelson to St. George's Hall and

the State Apartments. The dining room, and the vaulted octagon room which serves as an ante-room in the Brunswick tower (both badly damaged) continue the Gothic theme. Pugin's sideboard may have to be replaced and the challenge will be to find craftsmen to recreate that sense of Gothic chivalry and romance that is so important a part of the Windsor style. No amount of prevarication about cost and stylistic treatment should be allowed to cloud the fact that the only right course for Windsor Castle is complete and accurate reconstruction.

designer stubble, poor stance, and unpolished diction, as a crown prince — but his delivery is so natural that it is always to believe, if not in the character, then in him. Morris Perry's account of King David has just the right unforced authority and near-cloying paternal solicitude. His account of his first scene — starting with a very difficult piece of grand rhetoric — is the only over-florid part of his or anyone's performance.

Most remarkable — is Jules Melville as Tamar — a kitten then a tiger, a princess, then a young crone. Though there are a few immaturities in her performance, this is a young actress who speaks verse with a properly supported voice (rare), naturally communative force (rarer), and surprising effects of phrasing. As Jeanne Reesze used to say, never take a breath when they expect you to.

At the Lyric Studio, Hammersmith, until December 12

Theatre/Alastair Macaulay

The Rape of Tamar

Timo de Molina (c.1552-1648) is best known as the author who put Don Juan into the European consciousness. A Mercadari monk, he was — with Lope de Vega and Calderón — one of the three great dramatists of the Spanish Golden Age, and an extraordinary artist. London is lucky that in recent years these men's plays have become more widely performed here.

On the one hand, Timo had a remarkably light, fresh, direct and funny touch. On the other, he was a serious moralist who believed that there is a point at which God's mercy stops and beyond which sin is punished. Both sides are evident in *The Rape of Tamar*. — Paul Whitworth's new translation of *La Venganza de Tamar* (probably written between 1631 and 1634).

The Biblical King David's eldest son Amnon conceives an incestuous passion for Tamar, David's daughter by another marriage. Eventually, after discovering that she is in love with someone else, he rapes

sooner unveiled her than he tries — in vain — to re-cover her.

Whitworth's translation is admirably fresh and transparent. He shows how much David and his sons are preoccupied by power, ambition and self-gratification. This is both a revenge tragedy and a history play.

The play's most shocking (and psychologically most acute) scene occurs after the rape, when Amnon suddenly reviles Tamar as venous trash. Later, Timo makes much of a quasi-Shakespearian pastoral scene, in which the veiled Tamar wanders, wretched, among happy shepherds. After a nicely sibylline scene in which a countrywoman gives ambiguous prophecies to each of David's four sons, Amnon tries to seduce Tamar until he realises who she is. He has no

sooner unveiled her than he tries — in vain — to re-cover her.

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■ BERLIN

CONCERTS

Schauspielhaus Wed: New Bach Collegium plays Bach concertos (617 3364). Thurs: James Levine conducts Vienna Philharmonic Orchestra in works by Brahms, Schoenberg and Debussy (301 9999). Fri: Udo Zimmermann conducts Berlin Radio Orchestra in works by Lutoslawski, Mahler and others (2090 2156). Sat, Sun afternoon, next Mon, Tues: Michael Schoenwandt conducts Berlin Symphony Orchestra in works by Britten, Bartók and Dvořák, with piano soloist Deszso Ránki (2090 2261).

Philharmonie Tomorrow: Lothar Zagrosek conducts Berlin Radio Symphony Orchestra in Goldschmidt's *Der gewaltige Hahnrei*. Thurs: Christoph Eschenbach conducts Houston Symphony Orchestra in works by Bartók and Mahler, with piano soloist Zsuzsa Bartók, Sat:

Hansjörg Schellenberger

conducts Haydn Ensemble in

symphonies and concertos by

the Haydn family. Sun: Yehudi

Menuhin conducts Sinfonia Varsovia. Next Mon: Dresden Kreuzchor. Next Tues: Midori. Dec 9, 10, 13, 14, 15, 19, 20, 21: Maurizio Pollini plays Beethoven piano concertos in three Berlin Philharmonic programmes conducted by Abbado (2548 8232).

● Sun at Metropol: David Sanborn (513 4554). Next Mon at Deutsches Landestheater: James Brown (8959 5959).

OPERA/DANCE

Staatsoper unter den Linden The

main event this week is the

premiere of *Sat on a new*

production of Busoni's *Die Brautwahl*, conducted by Daniel Garenboim (also Dec 10, 12, 26, 28). Tonight's performance is

John Cranko's *ballet The Taming of the Shrew* (also Fri). Wed: Ilse Zeumer. Thurs: Ilse Zeumer. Fri: Sibylle von der Linde. Sat: Graun's *Cleopatra e Cesare* (2004 762).

Deutsche Oper Tonight's

performance, hosted by

Anneliese Rothenberger, is a

concert featuring prizewinners

of German's national song

competition. Tomorrow: Rigoletto.

Thurs, Fri: Jesus Lopez-Cobos

conducts Berlioz's *Romeo et Juliette*. Sat: Béjart's *Ring Round the Ring*. Sun: Tannhäuser with René Kollo and Anne Evans (3410 249).

Komische Oper Tonight: Le nozze di Figaro. Tomorrow: Entführung.

Wed: Swan Lake. Thurs: Barber's *Bridal*. Fri: Rigoletto. Sat and Sun: Prokofiev's *ballet Cinderella* (2292 555).

THEATRE

Bremen Shakespeare Company

winds up its residency at the

Freie Volksbühne with six

different Shakespeare produc-

tions, daily till Sun (881 3742).

Volksbühne am Rosa Luxemburg Platz has *The Plague*, an adaptation of Camus by Jeremy Weller (282 9878).

The Schaubühne has Botho Strauss'

Schubuscher and, at Probebühne Cuvrystrasse, a new production of Jacob Lenz's play *Catharina von Sienna*. Alexander Vampilov's 1972 play *Last Summer in Chulmisk*, about the stagnation of Soviet life under Brezhnev, opens on Dec 16 (89023).

Deutsches Theater is preparing

new productions of Sam

Shepard's 1980 play *True West*, opening Dec 10, and Oskrovska's

The Forest, opening Dec 22 (2871 225).

GENEVA

OPERA/DANCE

This year's Christmas show at

the Grand Théâtre is a

French-language version of Cole

Porter's musical *Kiss Me Kate*,

daily Dec 17-31 except Dec 24

and 25 (311 2311). Jesus

Lopez-Cobos conducts Lausanne

Chamber Orchestra at Victoria

Hall on Dec 8, and Armin Jordan

conducts Orchestre de la Suisse

Romande on Dec 16 (311 2511).

Prague Symphony Orchestra and

Chorus give a concert on Dec

10 (310 6611).

THEATRE

Farcas, a theatre and dance

piece based on Molière, opens

at the Comédie tomorrow and

runs till Dec 19 (320 5001).

Goldoni's *The Rustics*, directed

by Georges Wod and designed

by Ezio Frigerio, opens at

Théâtre de Carouge on Dec 15, running till Jan 24 except the weeks of Christmas and New Year (343 4343).

■ MILAN

The 1992-3 opera season at La Scala opens next Mon with a new production of *Don Carlo*

conducted by Riccardo Muti and staged by Franco Zeffirelli, with a cast led by Luciano Pavarotti, Samuel Ramey and Daniela Dessì (further performances, with cast changes, on Dec 11, 13, 15, 17, 19, 22, Jan 5, 7, 9, 12, 14).

Rudolf Nureyev's *Nutcracker* production is revised on Dec 12 for 13 performances till Jan 13 (720

FINANCIAL TIMES

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Monday November 30 1992

Russia before the Congress

THE CONGRESS of People's Deputies which meets in Moscow this week is a leftover from Mr Mikhail Gorbachev's perestroika, which demolished the old communist system but failed to erect a new one. Many of its members represent the interests of the old, centralised economy, which made the Soviet Union a deformed military superpower but never delivered prosperity, because it was not designed to do so.

Before the Congress these men tried to persuade President Boris Yeltsin that the monster designed to make the Soviet Union militarily powerful can be re-targeted, to make the Russian successor state prosperous and efficient. Powerful men such as Mr Arkady Volksky, leader of the industrialists' association, have sought to weaken the market reformers in the government led by Mr Yegor Gaidar. They have demanded the resignation of reformist ministers, accusing them of trying to foist an inappropriate western model onto Russia. They have also pushed for a further slackening of financial and other restraints on the military-industrial complex and an economic strategy which would make state enterprises the engine of modernisation.

Recent events have already provided indications of what such a policy would mean. For a start, it means a new effort to provide work for military factories by a determined export drive. Russia is offering tanks, submarines, aircraft carriers, aircraft and armaments and equipment of all descriptions, in competition not only with western manufacturers but also with arms plants in Ukraine and other former Soviet states.

It also means a new emphasis on "self-reliance", as in the decision to place a multi-billion dollar contract for the development of the giant Shtokman gas field in the Barents Sea with a consortium of Russian defence industries, and the expected decision to go ahead with the Udokan copper project. This would provide thousands of jobs, but is never likely to provide

an economic return. Given Russia's shortage of hard currency, and the spectre of mass unemployment, it is understandable that the managers should wish to keep their empires together by mammoth projects like these. That is what they were designed for. But the Soviet Union paid highly for the obsessive centralisation of resources on a few prestige projects, like the White Sea canal under Stalin or the BAM railway through the Siberian wilderness under Brezhnev.

Russia needs a new type of economy, responsive to market forces and the demands of ordinary people for the "thousand and one tiny things" which central planning could never deliver, from a decent shirt to tasty foods and good medicines. That is the kind of economy being created in post-communist central Europe. It is the kind of economy which Mr Gaidar and his government have also been striving to create.

Mr Gaidar agrees that Russia should produce more and better equipment for the oil and gas industry and many other products designed to improve Russian efficiency and satisfy long-neglected needs, where necessary with the help of western finance and investment.

A painful compromise has been worked out between the government and Civic Union conservatives. But Mr Gaidar is right to insist that four basic principles be retained. These are: no return to a state distribution system; tight control over the ballooning money supply; no wage or price freeze; and no artificially low exchange rates.

Mr Yeltsin dismissed Mr Gorbachev's efforts to merge the contradictory plans for reform of market-oriented economists and the industrial bureaucracy as a "marriage between a hedgehog and a snake".

He should remember those words and insist that Russia rebuilds its economy along market lines, with state industry playing its part within these disciplines.

Vantage Spring

MR DICK SPRING, and the Irish Labour party which he leads, surprised even themselves in the general election last week. The party more than doubled its share of the seats in the Dail. Even though Labour remains very much the third party, and Ireland will continue to have to be governed by a coalition, Mr Spring has pulled off a remarkable achievement. He is entitled to say that he represents the only party that is on the way up.

Labour's strong showing is one of a series of events that suggests that the old mould of Irish politics is being cracked, if not broken. Two years ago the country elected a woman and a non-traditionalist as president. Seen from abroad, the two leading parties, Fianna Fail and Fine Gael, have never looked as different from each other as they pretend at home. There was an attempt at breaking the mould when the Progressive Democrats (PD) left the mainstream to set up on their own, but the new party never quite took off: it became an adjunct to the existing system. Last week's general

election need never have come about, had it not been for quarrels between politicians of the old school, which includes some of the PDs.

Nevertheless, in spite of the political shortcomings, Ireland continues to adapt. Anglo-Irish relations have improved immeasurably, despite - and perhaps partly because of - the problems in the north. Membership of the European Community has increased Ireland's self-confidence no end. The country still has formidable economic difficulties, many of which stem from its peripheral geographical position. There is the more immediate question of whether the punt can maintain its position in the exchange rate mechanism without realignment.

The election results suggest that Ireland would welcome a new voice in its politics. That wish should now be reflected in the negotiations on a new coalition.

Fianna Fail needs a rest. Fine Gael is still the second party, but has missed its opportunity. Mr Spring should seek to head a coalition of Labour, Fine Gael and PDs.

Nuclear research

THE NUCLEAR industry is celebrating the 50th anniversary of its birth on December 2 1942, when Enrico Fermi and colleagues carried out the first controlled nuclear reaction. Past glories are a distraction from what looks like a barren future for nuclear research, at least in the UK.

The government is cutting back drastically on the development of new nuclear energy sources, and R&D on fast reactors will be wound up over the next 18 months. The UK is to withdraw from the European Fast Reactor project and close its Dounreay prototype reactor. That will leave fusion as the last remaining field of nuclear research in which the UK is actively involved - and even its most fervent advocates do not expect to see a commercial fusion reactor within 40 years.

Nuclear scientists and engineers are lamenting what they see as the short-sightedness of pulling out of fast reactor research, after spending £2bn on it since the 1960s. They see the fast reactor - also known as a "breeder" because it can produce more fuel than it consumes - as a future jewel in the crown of nuclear power.

That attitude is understandable but sadly out of date. Experience with experimental fast reactors has shown that they are more difficult to build and operate successfully than nuclear engineers had expected.

More important, the economic

Michael Heseltine, the trade and industry secretary, may not spend much time with his family this Christmas. The festive season will find him trying to hammer together a plan to save British Coal in time to meet his self-imposed deadline of publishing a white paper "early in the new year".

He will not lack ideas. In the seven weeks since British Coal triggered a crisis with its announcement of 31 pit closures and the loss of 30,000 jobs, he has been deluged with suggestions from industrial, social and public interests. The parallel hearings conducted by the Commons select committee on trade and industry have also produced hundreds of pages of testimony. With the consultation period now drawing to a close, these will all go into the melting pot.

The overall message is clear: Britain's energy policy, as far as any exists, is in a mess. People are confused and shocked by the decision to shut down half the coal industry, and they think the answer lies in government taking a more active role. But unfortunately for Mr Heseltine, the torrent of words does not contain an easy solution to his dilemma.

If anything, the debate has shown that virtually anything he does to try and increase coal's share of the UK energy market will have a knock-on cost, either as higher prices, job losses or subsidies. It has also become evident that he will be hard-pressed to save more than a third of the 30,000 jobs at risk. But the result need not be just a short-term palliative. One of the few encouraging points emphasised in the debate is that British Coal might have stronger prospects if it can only be helped over the next three or four difficult years.

Mr Heseltine's white paper will have to balance many competing aims. These include:

- saving a large enough number of coal jobs to quell public outrage, but keeping the cost to a minimum;
- achieving quick results, but also creating a sensible long-term framework;
- taking government initiative without destroying the overriding aim of introducing market forces into the energy sector;
- making the rescue a boost rather than a burden to the economy as it struggles to recover.

The fundamental question which Mr Heseltine will have to answer before he considers possible course of action is who will bear the cost of saving British Coal, the taxpayer or the electricity consumer. The trade secretary himself has put the total cost of keeping British Coal at its present size at £1.2bn a year.

The case for placing the cost on the taxpayer is that saving miners' jobs is essentially a social matter. Coal is uncommercial, and if wider national considerations require it to be saved, the country at large should foot the bill. But having only just agreed the spending cuts needed for the Autumn Statement, Mr Norman Lamont, the chancellor, will be in no mood to countenance fresh outlays. Saving coal would add about a half penny to the basic rate of income tax.

There is a stronger case for loading the cost onto the electricity consumer. Here, the argument is that saving coal is not a social matter but a prudent way of diversifying the country's fuel supplies. A rescue financed by consumers would also save the government a large sum of money by reducing the state's of being uneconomic. The present

structure of the market allows the regional electricity companies to pass on any higher costs directly to consumers. Mr Baker's suggestion would also stanch coal imports.

Although Mr Baker's proposal looks self-serving because National Power is the largest supplier of electricity to the franchise market, it would return that market to the rule for which it was originally created - to protect coal. If would doubtless provoke a cry of protest - and probably legal action - from the gas projects' owners. But it would also put to the test the claim that these projects have always made that gas can compete in a free market. "They can't have it both ways," says Mr Baker.

Together, these measures could add 15m tonnes of coal to the 40m

tonnes currently expected to be burnt for power generation next year.

By contrast, the other front-running suggestion - that Mr Heseltine accelerate the closure of the UK's ageing magnox nuclear reactors - has fewer attractions.

Although these reactors are currently subsidised to the tune of £1.2bn a year, their closure would not save this money since it is earmarked for decommissioning costs which will be needed anyway. On top of that, premature closure would deprive the Treasury of the considerable earnings which the magnoxes generate now that their costs have been fully written down. Nuclear Electric puts the potential revenue loss at £2bn.

A further drawback is that

nuclear power stations cannot be closed down at a stroke; their closure would not spark any immediate additional demand for coal.

While Mr Heseltine will want quick results, he will also need to lay out long-term plans in order to rebuild confidence in the energy sector. The question here is whether he will want to institutionalise a more active government energy policy by creating an energy commission, or even reviving the department of energy which he scrapped only six months ago.

There is strong political support for the idea of an energy commission. Public opinion seems to favour making the country's fuel mix a matter of national policy which takes account of social, economic and environmental needs. It also looks as if the select committee will back such a scheme.

The committee's hopes that Prof Littlechild would perform this role were dashed when he told them that it was not his job to promote particular types of fuel or save the coal industry. The committee subsequently welcomed a blueprint for an energy agency proposed by Dr Dieter Helm, director of Oxford Economic Research Associates.

But Mr Heseltine would have to decide whether closer government intervention marked a large step back from its long-term plan of introducing market forces into the energy sector. For one thing, it would require detailed legislation. The cost of trying to dictate the fuel mix could also be huge because of the subsidies and distortions it would introduce. The economics of the electricity generation and distribution business would be radically altered only two years after privatisation.

But are these fears exaggerated? Mr Francis McGowan of the Science Policy Research Unit at Sussex University, a leading academic centre on energy policy, says it should be possible to adopt a more active policy without falling into the same mistakes as the past. The privatisation of the power industry and the creation of regulators to protect consumers' interests have made the market much more transparent. "The pendulum has to swing back a bit the other way," he says.

Would a solution that created a market for an extra 15m tonnes of coal production be enough? Mr Neil Clarke, chairman of British Coal, delivered a gloomy warning to the select committee. Because of the increases of productivity which his company is making, the need for labour will fall away. So even though 15m tonnes represents half the amount by which British Coal production was due to be cut, it would at the most save only 10 of the 31 threatened pits, and a third of the miners' jobs.

But by the same token, a breathing space would enable British Coal to bring more of its pits up to competitive strength. According to John T. Boyd, the mining consultancy hired by the government to advise on the closures, 28 of the pits could produce coal at an average price of £1.33 a gigajoule within three or four years, and some could do better. That compares with the current price of £1.80, and would take British Coal within range of imported coal prices.

Mr Heseltine may conclude that it is worth holding back changes in the power market in the hopes of securing these gains, and putting British Coal on a sounder long-term footing, particularly if he can point to wider social benefits. But there will be a hefty price to pay.

Samuel Brittan

Black Wednesday's cost



Despite the ridiculous slogan attributed to Henry Ford, "history is bunk", history will not go away, an example being the cost of the British government's unsuccessful attempts to defend sterling's ERM parity up to Black Wednesday, September 16.

That new and most useful periodical, Central Banking*, has provided an analysis in its autumn issue.

Although its own estimate is probably too high, it has helped to prise out some information.

The best estimate of the sums expended by both the Bank of England and other central banks in defending sterling during the period is in the region of £15bn to £20bn.

This includes drawings made on the special Ecu facility announced on September 3 and on proceeds of earlier Ecu borrowing. So it is double counting to add them all together.

The best approximation to the capital loss would be to apply to the sums expended the 18 per cent devaluation of sterling against the D-Mark, which gives a loss of around £2.2bn to £3bn, near the upper end of what was estimated by outside observers immediately afterwards. This is obviously not exact. For instance, some of the outstanding amount to be repaid is Ecu denominated; and the pound was devalued a little less against the Ecu than the D-Mark. Nevertheless it is in the right ballpark.

We are not talking about small sums. What is most likely to anger the chancellor is not the numbers in Central Banking but the assertion in the magazine that the loss is "just as if Norman Lamont had personally thrown entire hospitals and schools into the sea all afternoon".

It is true that the transactions of the Exchange Equalisation Account are excluded from the UK Public

Sector Borrowing Requirement. But look at the well-known \$1bn gain of a private fund manager, George Soros, from the devaluation of the Ecu. Suppose that Mr Soros had been less skilful and had lost an equivalent amount. Is there any doubt that he and his fundholders would have been poorer? Capital losses in the public sector can be spread over a longer period - it would be absurd to raise British taxes in one year to make up for exchange losses. But they have not vanished into thin air.

A more important revelation in Central Banking is of a letter from a former president of the Bundesbank, the late Dr Otmar Emminger, written in 1978 before the start of the weekend of the lira devaluation, the Bundesbank had notified the German government that intervention had reached unmanageable proportions and once again raised the question of a wider realignment in return for a larger cut in interest rates. Recent contacts between the House of Commons treasury committee and the Bundesbank have suggested that this proposal was not passed on by Jean-Claude Trichet, the French chairman of the Monetary Committee. The French riposte, with which one can sympathise, is that the German position was surely clear enough and was not dependent on one particular channel for its transmission.

One Bundesbank view is that some good may still come from the confusion if it is now clear that realignments are still within the rules of the ERM game;

• ERM members can temporarily opt out during periods of stress; and

• unlimited intervention is for the birds.

But why did it take an international catastrophe to establish these elementary points? Of course a case could have been made, as I indeed tried to, for a harder version of the ERM. But it was simply ostrich-like to pretend that the core player, Germany, accepted such a hard version when in fact it did not.

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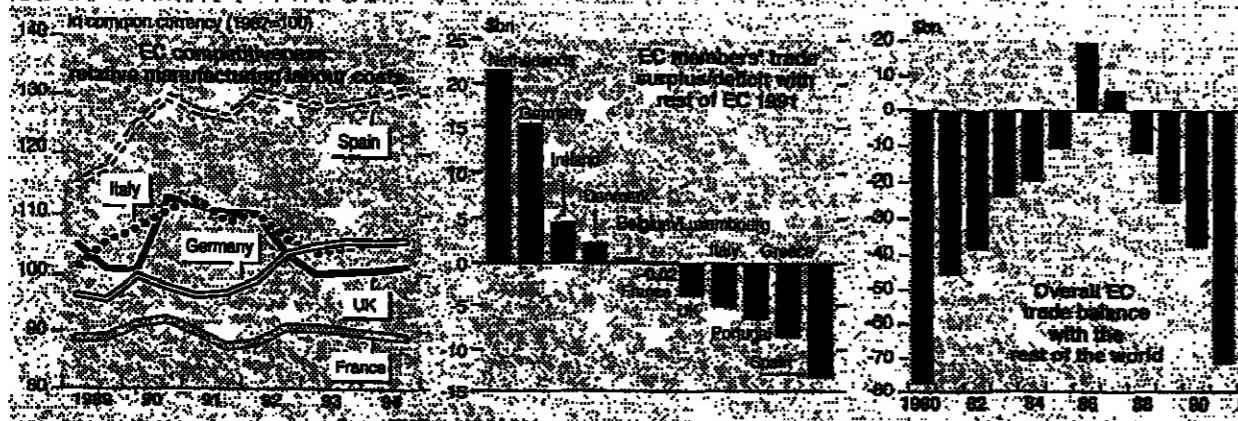
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EC's trading patterns

Costs and benefits of the currency conundrum

FT writers examine the impact of European exchange rate upheavals on the competitive position of the continent's exporters

Industrialists throughout Europe are still recovering their breath after an autumn of European currency upheaval. With the effects on competitiveness varying according to whether they sell from a hard or soft-currency country, exporters around the continent have different stories to tell.

Following three realignments in the exchange rate mechanism (ERM), combined with the floating of the Swedish krona and Finnish markka, there is unease that more devaluations may be on the way. And one overriding worry is that competitive devaluation could exacerbate the problems faced by Germany, Europe's strongest economy – adding to recessionary pressures around the continent.

Countries where currencies have appreciated are feeling the pinch. The D-Mark and the French franc have risen sharply against leading European currencies since sterling and the lira left the ERM on September 16. The trend continued after the fresh ERM realignment on November 22, in which the peseta and escudo were devalued by 5 per cent.

The disadvantages caused by foreign devaluations for exporters in Germany and France have been partly offset by the rise of the dollar since September – which has cheapened European exports compared with those priced in dollars. But, since intra-European trade far outweighs European countries' exports to the dollar zone, it is the ERM shifts which have had the larger consequences for competitiveness.

Commenting on the September devaluation, Mr Robert Hudry, finance director of Usinor Sacofer, the French state-owned steel group, complains: "In the space of one week, we lost four years' effort in improving our productivity. It's a heavy handicap."

Since France's labour costs are now rising much more slowly than Germany's, the Paris government reckons competitive problems are tolerable. Mr Bruno Durieux, the

junior trade minister, estimates that the weakness of sterling, the lira and the peseta will set back the French trade balance by FF50bn (£510m) in a full year, compared with the forecast trade surplus of FF25bn this year. However, The Patronat, the French employers' association, expects French exporters to lose market share in cars, steel and telecommunications unless companies cut margins.

Patronat officials say their real worry is whether the ERM will hold together if strains revive. Mr Noel Coutard, chairman of Valeo, the car components maker, echoes these fears: "My worst nightmare is that the Bundesbank will not cut interest rates by the end of the year and that France will approach its legislative election next March facing 3m unemployed in a political panic. The political right will

then be tempted to devalue, perhaps by between 10 and 15 per cent, when the government could have got away with only a 3-4 per cent devaluation a few weeks ago."

The country showing most pessimism about the currency changes is Germany. Labour costs are rising faster than in many competitor countries, and the economy slowed sharply in the third quarter this year. Companies' worries that they may be pricing themselves out of export markets have cast a fresh pall over economic prospects.

Mr Manfred Schneider, chief executive of Bayer, the chemical group, says D-Mark appreciation has damaged the competitiveness of the entire, export-oriented chemicals sector – and warns that profits this year will fall sharply. Similar warnings have been broadcast by a range of other top companies, including Daimler-

Benz, Volkswagen, Metallgesellschaft and Mannesmann.

According to the Organisation for Economic Co-operation and Development (OECD), during the past three years Germany has been losing export markets for manufactured goods faster than any other industrialised country. Taking into account the September ERM changes, the OECD estimates Germany's share of manufactured goods markets will fall 4.8 per cent this year and 1.5 per cent in 1993, after a drop of 6 per cent in 1991.

In the countries in which currencies have devalued, industrialists have welcomed the falls to exports. Mr Robin Bowdery, commercial director of Bridgeport, the export-dependent UK machine toolmaker, says sales to the US and western Europe have improved. "We are looking to export our way out of trouble,

One big worry is that competitive devaluation could exacerbate Germany's problems – adding to recessionary pressures in Europe

September 16 was big help," Mr Richard Freeman, corporate chief economist at ICI, the UK chemicals group, says sterling's fall will give a "very big impact" to exports.

But exporters from weak currency countries also fear that competitive gains could be eroded by higher import prices. Mr Filippo Marazzi, chairman of Ceramica Marazzi, one of Italy's biggest tile groups, says: "We pay a lot of raw materials in dollars, D-Marks or schillings. The expected rise in production costs will partly, or wholly, eliminate the benefit of devaluation."

In Spain industrialists say the peseta's double devaluation has brought the previously overvalued exchange rate back to reality. But Mr Claudio Aranzadi, Spain's industry minister, last week said Spain would only stay within its new ERM limits if workers agreed lower wage rises.

In Sweden, the forestry industry – competing above all with North American and Finnish producers – will be the single largest beneficiary of the abandonment of the krona's links with the Ecu. MoDo, one of Sweden's three leading forest companies, estimates its annual turnover will increase by more than SKR200m as a result of the appreciation of foreign currencies. Both Volvo and Saab Automobile, with large export markets in the UK and US, are obvious beneficiaries. But many industry executives believe Sweden may repeat the mistakes of the 1982 devaluation, when rising wage costs and inflation eventually eroded competitive benefits.

Looking beyond the immediate consequences, economists believe the changes will do little to reverse the long-term trend of declining European competitiveness vis-à-vis the rest of the world. The EC countries' share of world export markets for manufactured goods has fallen by a cumulative 6.3 per cent during 1980-92, according to OECD estimates. The EC's trade deficit with the rest of the world rose to \$71bn last year from only \$11bn in 1988. The shortfall was \$40bn in the first eight months of this year, in spite of faltering EC growth, which would normally be expected to reduce imports.

A further round of devaluations during the run-up to next spring's French elections could divert attention from the search for solutions to the decline in the international performance of European industry. Mr Douglas McWilliams, economic adviser to the Confederation of British Industry, says: "European labour is the highest paid in the world. We work the shortest hours and have the longest holidays. You have to be very productive to get over that."

Reporting by Tom Burns in Madrid, Christopher Brown-Humes in Stockholm, William Dawkins in Paris, David Marsh in London, Haig Simonian in Milan and David Waller in Frankfurt

OBSERVER

Mandarin solution

■ It's to be hoped the Queen's offer to pay tax on her private wealth does not lead to the sort of bureaucratic madness that followed an attempt to bring privileged bodies into the tax net by the Labour government of the 1960s.

The instigator was the late Richard Crossman who had previously been not only a university don at Oxford, but a member of the city's council. As such, he'd been appalled by the income lost to the city because Oxford University, like its counterparts elsewhere, was exempt from paying rates.

So, on becoming minister for local government, he withdrew the rate-exemption from universities in general.

The snag was that a good many lacked the money to pay the charge because their entire income was committed to teaching and research. Warnings of impending bankruptcies began to spread.

But Whitehall mandarins neatly produced a cost-less solution. They increased the central government grants to universities to cover the rate-payments to their local authorities, and decreased the central grants to the relevant authorities by the same amounts.

Alas, the resulting money-go-round hadn't been operating for long before another arm of officialdom threw a spanner in the works.

Since the new arrangement was purely a book-keeping exercise, whenever the local authorities raised the rates, the universities simply paid up without demur. But that incurred the displeasure of the Committee of Public Accounts, which said they must contest the rate-increases to keep the local councils in check.

Whereupon universities on the one hand and councils on the other took to the courts, and soon large

dollops of taxpayers' and ratepayers' money were flying off the money-gouge...into the pockets of lawyers, of course.

Cutting back

■ It sounds like chancellor of the exchequer Norman Lamont is not the only member of the government who may be living beyond his means. Observers hear that Alastair Burt, a junior minister in the department of social security, has requested a copy of Bernardine Lawrence's useful new book, "How to feed your family on £5 a day".

Given that the National Consumer Council estimates that the average family spends at least £50 a week on food, Burt should have recouped his £3.99 outlay in a couple of days if he sticks to the diet.

Royal wonder

■ Peter Wood, the 46-year-old founder of Royal Bank of Scotland's money-making Direct Line insurance subsidiary, started yesterday with a game of tennis before heading for the office to return the anticipated volley of criticism over his £6m bonus.

Wood is hardly the traditional clearing bank director. An entrepreneurial figure who rattles off an array of statistics about his telephone sales operation, he is briefly unapologetic about what he gets paid. "I certainly don't want to be known as the £6m man," was the closest he came to sounding defensive.

The bank was supporting its colourful director yesterday. But does it really want more "Peter Wood clones", as he himself thinks? Far be it for Observers to sow seeds of boardroom dissent. But if Wood can keep up this type of performance – he told The Observer that his operation could be "worth more than the Royal Bank before too long" – he should

be running the Royal Bank and not George Mathewson. Like Michael Hepher, Lloyds Bank's insurance supremo who defected to BT, it is hard to imagine the Royal Bank offering Wood the sort of career prospects which will satisfy a multi-millionaire for the next 14 years.

Customer loyalty

■ It is easy for journalists to abuse the privilege of their position by slagging off a product or company that has provided them with shoddy service. Members of the public rarely get the same sort of response as an incensed scribe threatening to reveal all.

Even so Lynn Barber's tale, in The Independent on Sunday, of how her daughter has been waiting seven weeks for her free camera and cash card after opening a Lloyds Bank student account, struck a cord. The free camera has finally arrived – it doesn't work – but still no sign of her daughter's cash card.

Ms Barber contrasts Lloyds' response with that of the John Lewis department store group after she complained about a worn out loose cover for her sofa. The offending item was whisked off to a laboratory to see what went wrong and a replacement is being made as fast as possible. "Imagine if someone had seen that cover and you had said you got it at John Lewis," a worried John Lewis partner told Ms Barber.

The difference between a clearing bank and a department store is that the latter's success depends on repeat business, whereas a clearing bank can live off a near captive customer base. That said, tales like the above do raise the question of whether Lloyds Bank really deserves its reputation as the best-managed London clearing bank.

Suitable

■ Still on the subject of bank-bashing, have you noticed Barclays Bank's latest advertising campaign – Starting a business this year?

It promises "all the practical, actionable advice you need to turn your dream into a reality". The dictionary's definition of actionable is "furnishing ground for an action of law suit".

Hasn't Barclays got enough lawsuits on its hands already?

Bob a job

■ Overheard during discussion of train from Birmingham to London: "Yes, my brother's been out of work since he lost his job in the summer... and he was chairman of BT."

The other Horton went on to say that brother Robert is in the small-print stages of becoming head of an unidentified public service outfit. "Not the coal-mining review body, you know, but something comparable."



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Even so Lynn Barber's tale, in The Independent on Sunday, of how her daughter has been waiting seven weeks for her free camera and cash card after opening a Lloyds Bank student account, struck a cord. The free camera has finally arrived – it doesn't work – but still no sign of her daughter's cash card.

Customer loyalty

■ It is easy for journalists to abuse the privilege of their position by slagging off a product or company that has provided them with shoddy service. Members of the public rarely get the same sort of response as an incensed scribe threatening to reveal all.

Even so Lynn Barber's tale, in

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Support for continuity

From Mr Hugh Marsden

Sir, May I endorse Mr Baker's excellent letter (November 26) seeking support for the Securities and Futures Authority's continuing success in regulating retail stock exchange business. Your article, "Back to the Drawing Board" (November 26) seems to indicate that Mr Michael Newmarch (of Prudential Corporation) and Lord Alexander (of National Westminster Bank) are influenced by the clear need for their own self-interest to salvage FIMBRA.

In my own self-interest, and that of my clients, I urge Lord Alexander, Mr Newmarch and other financial services industry leaders to consider the undoubtedly success of the stock exchange over many years and its present successor, the SFA, and to build on it. Their proposals would surely sublimate a small and much needed service which is essential to private investors and to the government's declared aim to encourage wider share ownership.

In any case, vast change will incur vast cost without ensuring a better and product. Will small- and medium-sized independent intermediaries survive a second onslaught of regulatory change and cost within a decade? Without intermediaries the public will have less independent advice. Is this what the Prudential and Natwest are seeking?

Hugh Marsden,
S P Angel,
BIBBA House,
14 Bevis Marks, London EC3

Reason for optimism about changes in auditing practice

From Mr A P Thomas

Sir, I refer to your article "Auditors' body calls for changes in practice" (November 26).

It is ironic that the accounting profession, this time in the form of the Auditing Practices Board, is discovering again that there is "a need for auditors to report to a wider audience" and "on a far wider range of activities".

It is ironic because this was the main thrust of the Accounting Standards Steering Committee's "The Corporate Report", published in 1975. This document proposed six specific additional statements, many of which address current concerns and none of which has ever been taken up by the

ASC, the stock exchange or legislature.

The Corporate Report, like the current discussion document, was radical in recognising a responsibility to regulators, employees, etc.

However, there is more reason to be optimistic under the new standard setting regime that the profession will at long last grasp this thistle and make major improvements in both financial reporting and the role of auditors.

A P Thomas,
senior lecturer in
accounting,
Birmingham Business
School,
University of Birmingham,
Edgbaston,
Birmingham B15 2TT

Life becomes risk free

From Mr Terry Arthur

Sir, In recent days you have carried a number of suggestions for the government to expand its underwriting activities – for example, in supporting the tourist industry, insuring against terrorism, nationalising certain debts, covering pension scheme losses, and culminating in Mr Pritchard's suggestion (Letters, November 26) in issuing wage linked securities.

These all sound like wonderful ways of taking risk out of our lives, and Mr Pritchard's suggestion should be particularly cheap – the one certain outcome would be that the historical outperformance of wages over prices would move very sharply in reverse.

Terry Arthur,
23 St Mary's Street,
Stamford,
Lincs PE9 2DG

Penny-pinching leaves passengers suffering

From R J Ardern

Sir, Your article on passenger reaction to the new Networker trains ("Passenger say new trains create strain", November 25) could be applied to most of the new trains introduced in recent years. Economic penny-pinching has won at the expense of passenger comfort.

The class 156 Super Sprinter is seriously deficient in toilet provision. The ubiquitous class 158 Express Sprinter and the Mark 4 coaches on the East Coast Main Line are cramped like the Networker. Seats are too narrow and too close

together, particularly where four people are expected to sit with knees knocking round a table which has insufficient space for their papers. Larger people and pregnant women are simply not catered for.

The lack of mid-carriage doors and the cramped conditions also extend unloading times by a significant amount which could be life-threatening in a major incident. Presumably these designs have passed somebody's safety audit?

A worrying trend for the future is that the 158s are already becoming rattle-traps with celling units and luggage racks

hanging away throughout the journey. This same problem was also apparent recently when I sampled the new stock on the Portsmouth line.

One big advance has been the smoother ride given by the new generation of bogies and BR should be congratulated on this. However, it would do well to start again from the body shell and design interiors more suited to reasonable passenger comfort. The trains are projected to last for 30 years, but will customers' patience?

R J Ardern,
262 Southside Road,
Inverness IV2 3BG

Contracting for public services: regulations not extended for first time, and employees' fears confirmed

From Mr Michael Forsyth MP

Sir, Contractors for local authority services may well have been confused by misleading reports in the FT and elsewhere about an amendment to the Transfer of Undertakings (

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FINANCIAL TIMES COMPANIES & MARKETS

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Monday November 30 1992

INSIDE

Toronto-Dominion falls 18% in full year

Toronto-Dominion Bank, Canada's fifth largest chartered bank, has reported a 7 per cent decline in fourth-quarter profits and an 18 per cent drop for the full year ended October 31. Page 18

Tax review

The UK government is reconsidering the tax treatment of insurance companies after complaints from UK insurers that they are penalised more heavily than European counterparts. It was disclosed yesterday. UK insurers are not allowed to deduct tax on equalisation reserves made against future claims. Page 14

Final straw for French farmer

Mr Jean-Philippe Garnot, a pillar of the local branch of France's main farm union, marched the barricades in last week's farmers' demonstrations in Paris and will do again at a rally with other European farmers in Strasbourg tomorrow. He feels abandoned by Brussels and believes he is defending his region and his job. Back Page

A taste for internal affairs

Many people in Europe have built up a horrible vision of Mr Martin Bangemann since 1989, when he became Germany's senior commissioner, responsible for the internal market and industrial policy. They say this was the man who tried to ban the UK prawn cocktail crisp and outlaw dozens of traditional unpasteurised cheeses in the interests of EC harmonisation. Andrew Hill reports. Back Page

Razor-sharp issue

Six prospective bidders will this week enter discussions for the purchase of Wilkinson Sword, the shaving products and toiletries group. Wilkinson's owner, Eimland, hopes the planned sale will rid Wilkinson of an unwelcome financial involvement by Gillette of the US, its main competitor, which has aroused opposition from competition authorities worldwide. Page 16

Uphill struggle in Japanese life

Nippon Life Insurance, the largest of Japan's life companies, reported a 2.5 per cent increase in premium income for the first half, as the Japanese industry recorded its lowest level of asset growth in the post-war period. Page 16

Market Statistics

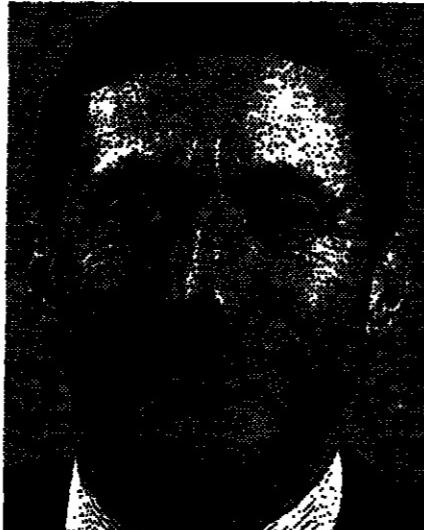
Base lending rates	25	London share service	25-27
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Investment vehicle considers debt for equity rescue as trading slows at its food stores

Isosceles may face third refinancing plan



Alistair Mitchell-Innes: chief executive

By Roland Rudd in London

ISOSCELES, the heavily-indebted management buy-out vehicle for the Gateway food stores, is considering its third restructuring plan, only a month after its second was approved by shareholders.

According to one of its financial advisers, the group is "actively considering a debt into equity rescue plan" because of its inability to make significant inroads into debts of more than £1.2bn (£1.6bn).

Trading has deteriorated at Gateway, which has more than 600 outlets.

Isosceles is expected to announce in January that Gateway's operating profits for the half-year to November 9 have fallen to between £50m and £55m, against £93m in the comparative period.

The trading performance of Gateway's supermarket stores continues to be well below budget.

Any new refinancing would have to be agreed by Wasserstein Perella, which has an inbuilt majority of A shares giving it a veto over any new proposals.

One of the group's financial advisers said: "We would obviously hope to avoid a new refinancing package."

"Not only would it be very expensive but Wasserstein Perella's support is by no means guaranteed. But since the debt is still so high it has to be actively considered," he added.

The group's immediate problems stem from its inability to make asset sales to reduce borrowings.

Following last month's sale of its Wellsworth subsidiary, the Northern Irish supermarket chain, Isosceles' net debt has fallen below £1.3bn.

Wellsworth was sold for \$122m, a price below earlier hopes.

But further delays in selling Herman's Sporting Goods, its US subsidiary, is likely to require agreement from the banks to defer principal debt repayments.

In the year to April, Isosceles wrote off £145m from the value of Herman's leaving its net assets at about £50m.

Only last month a buyer, believed to have been Odyssey, a New York based

buy-out capital group, pulled out after being at an advanced stage of negotiations.

The group is still looking for buyers for Herman's, but is understood to be nearer to pulling off a deal.

If Gateway's trading continues to deteriorate the group's banks may also be asked to waive covenants.

While Isosceles is not in breach of its covenants at the moment, its financial advisers fear a breach could occur next January if the results are as bad as expected.

However, Mr Alistair Mitchell-Innes, who recently took over Mr Bob Willett's role as chief executive of Gateway, is understood to believe that Wasserstein Perella may have to be persuaded to agree to a third refinancing agreement.

Mr Mitchell-Innes, who is also chief executive of Isosceles and chairman of Gateway, hopes that Wasserstein Perella will recognise the depth of the problems and not block a debt to equity conversion if a third refinancing is needed.

French group for sell-off offers bleak prospectus

By Paul Abrahams in London

RHÔNE-POULENC, the state-owned chemical group that the French government is trying to privatise partially, has painted a bleak picture of its prospects in the US prospectus for the sell-off.

It says that conditions, already poor last year, deteriorated sharply during the third quarter of the current financial year.

A number of divisions have been particularly hit by the slowdown. Sales of chemical intermediates such as soda ash and chlorine have been knocked by slowing demand and falling prices in European markets, according to the document. Management does not expect any significant improvement for this division before 1994, nor any improvement in prices until there are capacity cuts.

No improvement is expected at the fibres and polymers division, hit by price falls of 6 per cent during the first nine months. Management does not expect an amelioration in the division's operating profits before 1994.

The company's sales were also affected in the first nine months by the depreciation of the US dollar. The average value of the dollar fell from FF51.67 during the first nine months in 1991 to FF5.30 this year. This influenced prices in Europe competing against products exported from the dollar zone. Translation of US earnings into francs reduced Rhône-Poulenc's operating profits by about FF250m (£45m).

Agrochemicals sales will continue to be hit by the EC's new common agricultural policy for the rest of 1992 and 1993.

The prospectus also points out that under US regulations, Rhône-Poulenc's net debt to equity (including other funds) ratio deteriorated from 0.85 at September 30, 1991, to 0.95 at the same date this year. The group had hoped to reach a debt to equity ratio of 0.5 by the end of next year. Improving the group's debt position is one of its financial priorities for the coming years, says the document.

One bright spot is the performance of Rorer, the US drugs group in which Rhône-Poulenc owns a majority stake. Healthcare operating profits increased 30.7 per cent during the first nine months to FF3.53bn while operating margins increased from 13.1 per cent to 16 per cent.

The Stock Exchange seems set to recommend closing the USM. Philip Coggan reports

The lingering death of a whizzkid's haven

THE Unlisted Securities Market has been suffering a slow, lingering death. Although it survived the crash of 1987, the recession of early 1990s has gradually drained liquidity and confidence from the market.

The Stock Exchange seems set to recommend the abolition of the market, with as many companies as possible transferring to the upper tier.

For a brief period in the mid-1980s, the market seemed to have become what it was designed to be, a thriving haven for budding British entrepreneurs.

The USM was founded in response to an age-old fear that the stock market was too inflexible to cater for the young, vigorous companies which could be the driving force of Britain's economic growth. The Wilson committee reported in 1979 that there was a "capital gap" facing companies which were too small for a listing and which did not want to rely on banking facilities.

The Stock Exchange was also concerned about the development of "over-the-counter market" trading in unlisted companies, and wanted to bring this area under its control.

There was something rather exciting about the establishment of this market: one of the first companies to join was Lord Hesketh's ambitious venture for building a British superbike.

The Hesketh business failed, but as the UK economy emerged from the early 1980s recession, the USM built momentum. From 23 companies at the end of 1980, the market grew to 268 by the end of 1991.

In the early years, the market's performance was dogged by a heavy concentration in oil and electronics companies. But as the bull market gathered pace, the speculative attractions of the market increased – the USM Index doubled between January 1 and October 16 of 1987.

The crash appeared to deal a grievous blow to the market. Overnight, liquidity in many of the shares disappeared; investors found they were simply unable to offload the stakes they bought when the market was rising.

However, there was some recovery in 1988 and 1989. UK corporate profits were still rising, and companies were able to float on the back of strong growth records. Analysts pointed to the "small company effect", whereby shares in such companies outperformed their larger brethren over long periods, and this encouraged investors to back flotation.

The Stock Exchange was also concerned about the development of "over-the-counter market" trading in unlisted companies, and wanted to bring this area under its control.

But the early 1990s recession was a body blow. Smaller companies tend to have a greater concentration of their business in the UK and thus were doubly hit by the fall in demand and the effect of high interest rates.

Small company shares have underperformed those of larger companies in each of the calendar years from 1988-1992.

The USM's smaller sibling, the Third Market, which was founded in 1987, was quick to bite the dust. The market, which was designed to cater for even smaller and younger companies, never really captured investors' imagination and was closed at the end of 1990.

What may have sealed the fate of the USM, however, was a change in the rulebook. When the USM was established, a five-year record was required before companies could join the main market, whereas USM companies had just a three-year minimum.

In 1991, these requirements were reduced to three and two years respectively. Many companies seem to have decided that they might as well wait an extra 12 months and join the more prestigious senior tier.

Other small companies have chosen to be acquired by larger groups in a trade sale, rather than face the risks and expense of the flotation process. And many successful USM companies have been promoted to the main market, with weaker groups left behind on the junior tier.

The number of new issues has gradually dwindled. In the peak year, 1988, 103 companies joined the market. By 1991, there were

just 15, and in this year's first half, only four.

The lifeblood of the USM has ebbed away. At the end of June, there were 226 companies on the market, with a total capitalisation of £25.08bn (£7.7bn), compared with 443 companies and a market value of almost £10bn at the end of September 1989.

And the USM has long since ceased to be an important means of capital financing for small companies. In 1988, companies on the market raised £200m from investors; that figure rapidly dropped to £45m in 1990, £11.8m in 1991, and £14.6m in the first half of 1992.

The value of customer business

on the market has also fallen sharply – from £6.08bn worth of shares traded in 1987 to £1.43bn in 1991. As a consequence, several market-makers have decided to pull out of trading the shares of many smaller companies, as it was proving impossible to earn profits in the sector.

The Stock Exchange recently established a new system for trading illiquid shares, SEATS, but for many investors, the damage may already have been done. It will take a while before they will be prepared to take the risks of investing in small company shares again, even if USM stocks transfer to the main market.

Speculation about the USM's extinction has been commonplace in 1992. If most participants are able to transfer to the main market, few will shed any tears.

But perhaps if the USM dies, a small part of the once popular vision of an "entrepreneurial Britain" could die with it.

Russia changes direction of its radical reform

the conditions for market relations have at least been laid, that the queues have largely disappeared and that the trust of foreign countries has been retained. But it does not minimise the failures. Inflation is up to around 25 per cent a month. The rise in prices continues. The production fall shows signs of evening out, but has gone on longer and to lower levels than forecast. Many enterprises are on the verge of bankruptcy, the rubble

prospects; to subsidise and promote exports, and to define and support enterprises which could substitute for imports.

This theme is writ large in the main body of the programme. Central to it is this observation: "An objective account of our realities and analysis of the vast experience, both positive and negative, which we have acquired in the past year shows that in our real conditions we cannot just have a transition to a regulated economy.

It is not at all clear if this will go far enough. Like most such programmes, there is something in it for everyone and without trust between the contracting parties, the fears of the Civic Union that the current government would be much keener on the monetary and fiscal instruments than on the apparatus of industrial planning could be well justified.

This is a great deal to ask of a state as fractured and demoralised as the Russian one now: furthermore, of one which has lost so much of its once grossly overcentralised power to other levels of regional and local bureaucracy, and to the enterprises. As the programme bitterly notes at one point, the

next days and weeks will see how far this new course is a political tactic, or a real economic strategy.

Economics Notebook

By John Lloyd in Moscow

has fallen to close to 500 to the dollar; foreign trade regulation change constantly.

In the long list of mistakes with which the programme begins, one theme is dominant: that is, that the government is not able to execute its will and has been absent from too many processes in which it should have been a main actor. It has not secured laws on bankruptcy and private ownership of land; it has not been able to stop illegal exports, and the illegal transferring abroad of vast amounts of hard currency. It has been helpless before a surge in crime and the continued inertia and interference of the bureaucracy.

It is now deemed a mistake to have avoided what is now seen as a responsibility: that is, to support Russian industry; to give clear guidelines to the state companies; to take an active hand in the reconstruction of those which have good

Study sees fault with bank loan covenants

By Andrew

COMPANIES AND FINANCE

UK insurers may get tax benefit

By John Gapper

THIS GOVERNMENT is reconsidering the tax treatment of insurance companies after complaints from British insurers that they are penalised more heavily than European counterparts, it was disclosed yesterday.

The Inland Revenue said it was considering whether the competitive position of British insurers was being penalised by the fact that they are not allowed to deduct tax on equalisation reserves made against future claims.

The Association of Insurance and Risk Managers in Industry and Commerce said it had received a letter from Mr Stephen Dorrell, financial secretary to the Treasury, saying that the government was re-examining the tax position.

Mr Dorrell's letter said the Inland Revenue was looking at the treatment of equalisation reserves. "If some change is called for, we will consider whether this can be achieved without causing unacceptable distortions," he said.

Mr Roger Miller, executive director of Airmic, said the association would put forward

a number of arguments for changes.

Airmic believes the government should make equalisation reserves tax deductible. This would allow insurance companies to reduce taxable profits by setting aside sums to pay for future catastrophic claims.

It wants to prevent discounting for tax purposes on long-term insurance provisions. This would stop taxation of investment sums set aside to pay for specific future claims.

Mr Miller said in a letter to Mr Norman Lamont, the chancellor, that the British insurance industry was being penalised because European companies were allowed more favourable tax treatment.

He said Airmic regarded the stability, competitiveness and solvency of the British insurance industry as vital to the interests of the whole of British industry. Export earnings would rise if there was a "level playing field" in taxation.

Mr Dorrell said in his reply that differences in accounting methods in other EC countries meant there were good reasons why discounting did not arise as a tax issue elsewhere in the way in which it did in Britain.

Brown & Jackson disposal

By Christopher Price

BRown & Jackson, operator of the Poundstretcher chain of discount stores, has disposed of its remaining 25 per cent stake in Advanced Technology Industries for £560,000.

This ends a particularly painful episode for Brown &

Granada aims to sustain computer recovery

ALAN Cane on its battle with manufacturers for maintenance work

LOOKING after other people's computers seemed a promising diversification for Granada in the mid-1980s when the television and leisure services group was "dashing for growth".

Europe's computer users were then spending about \$1bn a year on maintenance. Computer manufacturers, then as now, took the lion's share, but there was just under \$1bn for independent, or third party, maintenance organisations to compete for. The sector was growing at about 15 per cent per annum, well ahead of most other services businesses.

A string of acquisitions costing some £200m gave Granada instant market leadership in Europe, but the prospective gold mine quickly became a disaster. It failed to integrate the new division and in 1991 losses were £7.7m on revenues of £20m. Cash was bleeding out of the division at an appreciable faster rate.

The computer services division's problems were compounded by the recession and difficulties in other parts of the group, including a heavy debt burden leading to sharp falls in both revenues and profits for the whole organisation. Mr Derek Lewis, the former Granada chief executive who was closely associated with the

move into computing services, lost his job, the most public victim of the debacle. Now, under a new chairman, Mr John Curran, and after extensive surgery to bring overheads in line with sales expectations, Granada Computer Services seems back on track.

It turned in pre-tax profits of £4.3m on revenues of £77.2m at the half-way stage, compared with a £3.6m loss last year. The group is due to report full-year results on Wednesday. Earlier this year the division secured a key contract with British Aerospace worth £12m over three years. As Mr Curran notes, it was not the value of the contract but the boost to the morale of the organisation that was important.

Mr Curran is a 46 year old US-born computer industry veteran in a business where experience, track record and connections are vital. Formerly with Mobil Oil, National Advanced Systems and Control Data, his later career has included a spell as consultant specialising in turning around ailing companies.

Granada Computer Services was certainly ailing. It had been formed between 1986 and 1988 by the acquisition of Computer

Maintainance, SMS, Mainstay, DPCE and Wigo, all well respected companies. But Mr Curran arrived to find an uncoordinated group of separate organisations, wracked by internal strife with multiple management systems, heavy overheads and no economies of scale. Support operations were replicated; each group had its own training centres.

The individual companies

were first class; DPCE and Computer Field had been pioneers in breaking the stranglehold the manufacturers had

over computer maintenance.

Granada's newly imposed management layer, however, lacked knowledge or expertise of the maintenance side.

Mr Curran moved swiftly once he believed the division could be salvaged. He brought in trusted senior managers from his previous existence and sacked 20 per cent of the 3,000 workforce in one week. It cost a one-off £15m but prepared the ground for this year's return to profitability.

But can it be sustained? The

maintenance battleground has changed significantly over the past four years. Attempts to build thriving businesses on the back of computer maintenance – notably Ferrar Computer Services – have failed.

The European market for computer maintenance is still about \$10bn – prices have fallen sharply – but growing at only about five per cent per year. There is renewed competition from the big hardware manufacturers, International Business Machines, Digital Equipment and now, the Japanese. Olivetti of Italy is also a leading player in maintenance but chiefly in the mid-range system area, while Granada is focused on mainframes and

personal computers.

The manufacturers are powerful – IBM's maintenance revenues alone top more than \$4bn annually – and are well placed to use price as a competitive weapon. They are aggressively seeking to replace failing hardware sales with services revenues. Granada

remains the independent European market leader with sales of about \$300m, substantially bigger than the next largest independents Thomasinor (a subsidiary of Thompson CSF), Sorbus (owned jointly by ICL and Bell Atlantic) and Getronics of the Netherlands.

The company believes that partnerships and alliances are the way ahead, especially with the growth of "outsourcing", where a company passes over its data processing operations to a third party against an agreed level of service.

The leaders in outsourcing in Europe include EDS-Scicon, Cap Gemini Sogefi and Semia Group. Granada is keen to form partnerships with companies like these with a view to offering a complete computing service – facilities management plus maintenance in one package.

Granada Computer Services will have to develop its US business to become the global player that Mr Curran envisages, but all the parts of the operation seem at last to be pulling in the same direction. Last year it was at the centre of Granada's financial woes; this year it should prove a foundation for its profitability.

They are seeking a single

Alexanders makes £1m write-downs

By Christopher Price

ALEXANDERS Holdings, the car sales and leasing group, has revealed accountancy discrepancies which have led it to make write-downs of over £1m.

Alexanders announced on Friday that Charles, the group's auditors, had resigned two weeks ago and that Clark Whitehill had been appointed

to the position. It is believed that an independent report by Clark Whitehill brought the discrepancies to light.

These included premises which the Alexanders board should have been valued at £370,000, which instead had a book value of £783,000. An extraordinary charge of £18,000 is to be made in the restated accounts for the year ended September 30 1991.

A provision of £700,000 is also being made against its contract rental business, most of which related to the period ended September 30 1990.

Alexanders' shares, plunged 5p to 12p on Friday, the group which is the main Ford dealer in Scotland, is controlled by the Clayton family which has over 50 per cent of the shares.

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COMPANY NEWS: THE KUWAIT INVESTMENT OFFICE

KIO in Spain: where did the billions go?

THE Kuwait Investment Office (KIO), the external treasury of the Kuwait government, has long had a reputation as one of the world's most powerful, conservative and secretive investing institutions. But in recent months, it has found itself at the centre of a growing storm concerning the management of its multi-billion dollar investments in Spain.

The affair has brought the KIO's investment empire in Spain to the brink of collapse. It has provoked a bitter row between the current KIO management and some of Spain's leading banks and business men and has stirred unprecedented criticism of the office's activities in Kuwait itself. It may be about to erupt in litigation, which threatens to throw an unwelcome spotlight on the way Kuwait and its rulers manage their oil wealth and it could further damage the KIO's reputation in the financial world.

The KIO says that although it has invested up to \$4bn in Spain since 1986, it has seen no return. It also says it now finds itself owing around \$3bn to creditors in Spain and Salomon Brothers, the US investment bank, has told it that its Spanish holding company, Grupo Torras, which last year lost \$45m, has a negative net worth of more than \$500m. Billions of dollars, the KIO claims, are missing. "It is very clear that there has been a major misappropriation of funds in Spain," says Mr Mahmoud al-Nouri, the new chief executive of Grupo Torras.

Much remains unclear, amid the welter of charge and counter-charge, about exactly what has gone wrong for the KIO in Spain. Former KIO managers who directed the investment drive into Spain and their Spanish business partners, with whom the new KIO management is now at loggerheads, have a simple explanation. They insist their initial investments were highly profitable, and that the office's Spanish empire only fell into loss as a result of the 1990 Iraqi invasion of Kuwait and the sharp slowdown of Spain's economy.

By contrast, their successors who took over last spring, accuse them of having violated the office's conservative investment guidelines by building up a portfolio overloaded with industrial assets that required KIO to take an unfamiliar direct managerial role.

Certainly, the office's investment strategy in Spain differed dramatically from the approach with which it has been traditionally associated – namely, that of a discreet investor in blue-chip international companies such as Daimler-Benz, Metallgesellschaft and Midland Bank.

KIO spent \$3.4bn over the past six years to build up a huge industrial conglomerate, Grupo Torras, according to KIO and Torras records. By the time the new KIO management came in last May, Torras employed more than 30,000 people and controlled Spain's largest chemical group, Ercros; its largest paper producer, Torras-Papel; its biggest foods group, Ebro; and its third largest property developer, Prima.

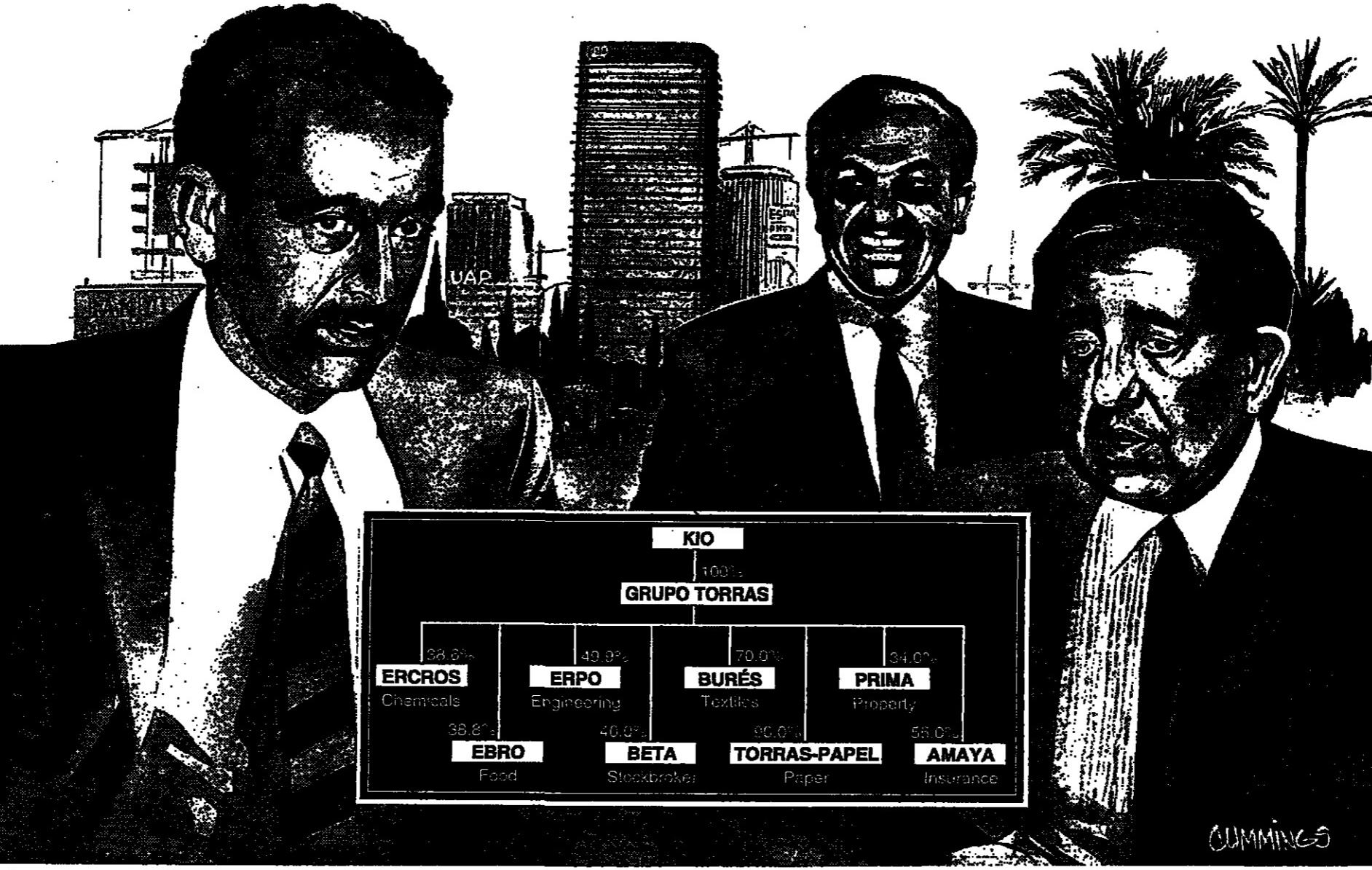
The KIO's Spanish adventure was run out of the office's London headquarters by a small circle of senior KIO managers: Sheikh Fahad Mohammed al-Sabah, chairman for more than 20 years and a cousin of the Emir of Kuwait; Fouad Jaffar, general manager; and the KIO's two most senior British managers, Trevor Ball and Bruce Dawson.

The story starts in the early 1980s, when the KIO – as investor of the oil revenues accumulated in Kuwait's Reserve for Future Generations, a sort of national pension fund – was trying to diversify.

In 1983, KIO staff suggested that the office look at Spain, which was set for strong economic growth as European Community entry approached. A year later Bruce Dawson was introduced to a small Catalan packaging producer, Impacsa, which was in need of fresh capital. Impacsa's biggest creditor was Banco Garita Nogues, an affiliate of one of Spain's main commercial banks, Banesto. Dawson met the head of Garita Nogues, an ambitious Catalan named Javier De la Rosa, and decided to spend \$30m on buying control of the packaging company, insisting that De la Rosa stay on the board.

That was in November 1984. Before doing the deal, the KIO had run a check on the young banker. It found a sharp financial brain, a family scandal – his father had fled the country after being accused of defrauding the Barcelona authorities in a land development – and a looming disaster at Banco Garita Nogues.

During Spain's banking crisis in the early 1980s, Banesto had passed a number of its riskier loans on to Garita Nogues. In addition De La Rosa



The Spanish connection: Fouad Jaffar, former general manager of KIO, (left); Sheikh Fahad Mohammed al-Sabah, an ex-chairman of Catalán businessman

had promoted a costly agricultural development that had turned sour. Garriga Nogues collapsed in 1986 with bad debts of \$800m.

"We knew De la Rosa was in trouble," says a former KIO manager, "and we obviously had a maverick on our hands. He was always slightly paranoid, but very likeable."

By 1985 De la Rosa had left Garriga Nogues and begun a private investment career in Barcelona, with his own company, Quail Espana. While on holiday on the Costa Brava he met Fahad al-Rashid, chief executive of the Kuwait Investment Authority (KIA) – the body that in theory controls the KIO. The two hit it off and De la Rosa began dealing shares in Spain for the KIA.

In 1985 De la Rosa also met Jorge Nunez, managing director of another troubled Catalan paper company, Torras Hostench. Torras, a publicly quoted company, had suspended payments to its creditors under Spanish insolvency proceedings, but nevertheless had cash reserves of \$20m. De la Rosa persuaded Bruce Dawson to take a look at the company. With the approval of the KIA, the KIO took control of a 40 per cent stake in Torras. With its cash reserve, Torras then bought Impacsa, generating a 100 per cent profit for the KIO.

The KIO's auditors identified some of these investment vehicles last year: GSM Securities Management, Montrex and EPS. It appears that it was these accounts, not the Future Generations account, that took the bulk of the profits generated by the KIO in Spain.

The KIO's investments in Spain became a torrent. Within two years the office had built up the biggest industrial group in the country not owned by the government or by a bank. Just a year ago, Peat Marwick, the KIO's auditors, valued these and other KIO-controlled assets at between \$1.9bn and \$4.4bn.

This sort of aggressive investment spree was a new departure for the KIO, and not everybody in the Kuwaiti government or in the office itself was happy about it. Some of the criticism focused on the role of Kuwait's ebullient and energetic oil minister, Sheikh Ali Khalifa al-Sabah, a cousin of the emir and a first cousin of the KIO chairman.

The KIO bosses did not agree. Worries about the Spanish adventure, says one former KIO manager, were "stupid". We were a risk-taking organisation and we were making hundreds of millions of dollars with De la Rosa."

The question is: where did the profits go? Until now, that has been the central mystery at all but those most closely involved in the affair. The FT, however, has uncovered the answer: the government's Future Generation account was only partially involved in the creation of KIO's Spanish industrial group. In other words, the small group running the operation from London was investing from external accounts which the office managed on behalf of other

Over six years the Kuwait Investment Office invested up to \$4bn in building an industrial conglomerate in Spain. It says it has seen no return on the money and large sums are missing. Peter Bruce investigates an affair that has caused a storm over how Kuwait manages its oil wealth

Kuwaiti corporate and private clients.

In part the use of external accounts was a matter of convenience for the KIO. Had it entered Spain declaring itself a sovereign investor on behalf of the Future Generation Reserve, it might have been subject to close supervision by the Spanish government.

But the external accounts also served as a vehicle by which the KIO's clients could profitably make on share deals in Spain's off-shore market.

The external accounts were run by Trevor Ball, who reported on them directly to Sheikh Fahad. They invested through a number of specially established off-shore companies, mostly registered in Switzerland. Peat Marwick, the KIO's auditors, identified some of these investment vehicles last year: GSM Securities Management, Montrex and EPS. It appears that it was these accounts, not the Future Generations account, that took the bulk of the profits generated by the KIO in Spain.

An internal KIO memo, dated May 14 1990, shows how it says the Future Generations account had made, until then, just \$24m in share dealing in Spain while "managed funds", the external accounts, had made \$831m. That is probably an underestimate, as the memo's author was a junior and not privy to all the secrets. On whose behalf were the external accounts being run? According to several well-placed sources, some very important investors indeed. One of the accounts, known inside the KIO headquarters as number 11-A, is said to have contained the private investments of a senior Kuwaiti politician. It would not be surprising.

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Ex-KIO employees are convinced that the office would routinely invest on behalf of ministers or of the ruling family.

The new KIO management does not deny it was running external accounts in addition to the Future Generation Reserve; it says simply that the office's constitution allows it to invest anywhere the government tells it to.

The external accounts played a crucial role in the construction of Grupo Torras. They were used to build big stakes in target companies whose stock (like most of the Spanish market) was thought to be ripe for big gains. In all that key player was De la Rosa, who was given a highly lucrative contract that put him in management control of Torras.

At the time, only a few people understood exactly what was going on. They may not even have included Grupo Torras itself, which last year asked auditors Peat Marwick to map out how the KIO had operated. It reported in October 1991, as follows: The office would follow advice from De la Rosa and buy into a stock in the name of the external accounts.

Then, as the share price rose on rumours of KIO's purchase, it would quickly sell the stock on to Torras at a profit. Torras, which had in July 1987 launched a \$550m rights issue, would pay for it with this money or bank loans, thus leaving debt onshore while profits were taken by the external accounts in tax havens.

In one example, Peat Marwick found that in the second quarter of 1987 GSM Securities Management bought 118,498 shares of the sugar refiner, Ebro, on the market for \$9.8m and a few weeks later sold the same shares to Torras for \$19m. By one informed reckoning, the KIO's various accounts

took \$1.5bn of profits out of Spain.

The benefits to the holders of the external accounts were obvious: the advantages to Torras, which was in effect being force-fed shares, less so – at least with hindsight. The hope all along was that Torras would grow into a thriving industrial empire in the back of Spain's economic boom, and be able to repay its borrowings later by selling off assets to hungry local and foreign investors. Sadly, this was not how events were to turn out.

By the end of 1989 the office began to show signs of fatigue. It was also coming under great pressure from Kuwait to improve its reporting to the KIO executive committee, presided over by the KIA, which had become nervous about the publicity the Spanish investments were attracting.

Investors were also becoming disenchanted with Torras. It had become an almost impossibly unwieldy conglomerate, with an insatiable appetite for rights issues. Its stock price languished accordingly.

All this spelled problems for the Kuwaitis, who had become anxious to speed up the sale of some of its shares in order to repay group borrowings.

The KIO's solution, decided on by its executive committee in December 1990, was to take Torras private. "This should be considered as a first step," the minutes of the meeting say, "towards reducing our investments in Spain through the sale of some of Torras's assets with a guaranteed profit."

The delisting took place at the end of that month, but it did not go smoothly. Torras offered its shareholders a mixture of cash and shares in its Prima property group. Unfortunately, these shares – like many in the group – were

seriously overvalued. Beta Capital, KIO's brokers, had earlier warned that the price of the Prima shares would somehow have to be "guaranteed" if the operation was to work.

Thus, a massive price support operation was set in motion to absorb Prima shares after Torras had been taken private. Soon after the Torras privatisation, about 40 per cent of Prima suddenly appeared in the hands of companies controlled by KIO – Foud Jaffar and Gerald Hines, a US property developer who did a lot of business with the office, took about 14 per cent between them. KIO's advice was that this share support operation was perfectly legal under Spanish law.

It was not the only such operation. In 1989 De la Rosa had registered a stake of about 18 per cent in Torras, and, later, one of about the same amount in Ercros, under his own name. The support operations were vital to Torras because its stock was being used as collateral to attract bank loans.

But if the delisting of Torras was supposed to be the start of a slow withdrawal from Spain – paying off accumulated bank debt with profits from disposals – the strategy went badly wrong. First, criticism of the KIO's activities back home in Kuwait had reached such a pitch that Foud Jaffar was forced – in March 1990 – to resign as general manager, leaving Sheikh Fahad in day-to-day control.

Then came Iraq. Saddam Hussein's invasion of Kuwait in August 1990 was a catastrophe for the KIO as well as for the emirate itself. Suddenly, the Kuwaitis needed cash and this would have to be generated through the sale of many of KIO's blue-chip assets.

More specifically, the Iraqi

invasion was a serious blow to the KIO in Spain. It stopped the Torras disposal strategy and diverted the office's attention from what was becoming a financial crisis in its Spanish empire.

Torras began to disintegrate. Following the invasion no investor would touch a KIO company. With the value of their collateral thus threatened, the Torras group's creditor banks began to call in their loans. For the first time, Torras was forced to ask for a direct cash injection from the KIO – of \$400m. A few months later it was to ask for a further \$1.3bn. "Had it not," says a Torras memo at the time, "Torras would obviously have had to declare bankruptcy."

To make matters worse, the KIO is alleged to have sought to use Torras as one of the few substantial companies in the world in which it exercised complete management control

– as a source of funds for the emir's war effort. Former KIO managers claim that up to \$500m was channelled from Torras to the exiled Kuwaiti government – although the new KIO management says this money has not been accounted for and that it regards it as missing.

Torras was the only way the Kuwaitis could get at their money early in the crisis," says a former KIO manager. "It's incredible that the new management should expose one of the best covert operations of the war."

The KIO had become the government-in-exile's only source of funds and it was being run, effectively, by Sheikh Ali Khalifa, by then finance minister, and Sheikh Fahad. Together with Trevor Ball and Bruce Dawson, these two men directed the financing of the war, discreetly selling stock around the world to pay huge bills being demanded by the US and its allies.

The KIO is using its Spanish investments to resolve its internal problems," said Mr Carlo Bonomi, chairman of Seifa, the big Italian industrial group which has a 6 per cent stake in Prima. "It is completely irresponsible. The new KIO managers refuse to support it. The Prima property group seems likely to go the same way unless a buyer can be found. Creditors have been told they will not get their money. Last Tuesday, Grupo Torras defaulted on international bank loans of \$400m; they have to be repaid by the KIO, which guaranteed them.

Since June, when al-Nouri

took

control of Torras and began, through public relations advisers, denouncing his predecessors, the value of its portfolio has plummeted. Stock in Ebro, the food group, for example, worth more than Pt24,000 in mid-May, is now worth just Pt295. It becomes a vicious circle. The more the new KIO managers complain there is money missing in Spain, the more the value of their assets falls.

"

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Al-Bader, the current KIO president, is anxious to return the office to its old role as a discreet, low-risk trader. But in his rush to extricate his organisation from Spain, he may be further harming Kuwait's reputation with the international financial community. Last week's defaults, for example, were a direct result of the new KIO management's reluctance to restore its Spanish companies to health. Since the Gulf war, Kuwait has become a big borrower, and bankers will be sensitive to the way the KIO treats Torras's remaining Spanish debt.

The KIO is in a bind. If it

to recover any of the money it has pumped into Spain, it will have to produce a recovery in the fortunes of Grupo Torras, and that – given the hostility of Spanish banks – will inevitably mean providing it with yet more funds in the short term. If it concentrates exclusively on its quest for retribution against those it believes have betrayed it, it risks losing everything.

The KIO in Spain

in order to pay for acquisitions.

December 1988: Another capital increase – \$400m – to help finance debt, is not successful. Torras accumulates its own stock financed with bank loan.

December 1989: KIO decides to take Grupo Torras private. Torras shareholders offered mix of cash and Prima shares. New Torras loans taken out to buy up Prima stock that flows back to the market. These shares parked with associates.

Early 1990: Efforts begin to try to sell assets.

August 1990: Iraqi annexation of Kuwait. Value of collateral of Torras

ras loans fall and banks call in debt. Torras asks KIO for \$400m and, later, another \$1.3bn.

June 1991: These transfers converted into equity. Banks begin demanding KIO guarantees for credit to Torras.

December 1991: KPMG Peat Marwick values Torras assets at \$2.9bn to \$4.4bn.

February 1992: KIO chairman retires, replaced by Al-Bader.

May 1992: De la Rosa leaves Torras, replaced by new Kuwaiti team.

June to November 1992: New KIO/Torras team attacks former KIO leaders and De la Rosa stewardship of Spanish assets. Ercros goes into receivership. Prima funding stopped. Torras says debts are \$3bn.

COMPANIES AND FINANCE

Japanese life insurers hit by low asset growth

By Robert Thomson in Tokyo

NIPPON Life Insurance, the largest of Japan's life companies, reported a meagre 4.8 per cent increase in premium income for the first half, as the Japanese industry recorded its lowest level of asset growth in the post-war period.

The industry would have been further weakened but for a deferral of appraisal losses on securities holdings, eroded by the collapse in Tokyo stock prices, though companies will have to take the losses at the end of the fiscal year in March.

Nippon Life's latent profits on stock holdings fell 22.7 per cent from March to Y1.23bn (\$19.2bn) at the end of September, while the latent profits at Dai-Ichi Mutual Life were down 29 per cent to 1.055bn, and those at Sumitomo Life plunged 55 per cent to a relatively thin Y195.8bn.

The industry was under orders from the finance ministry not to offload shares during the half, as there were fears that sales would put further pressure on already weak stock prices. In return, the ministry

allowed the stock appraisals losses to be deferred.

The eight leading life companies reported a collective 4.8 per cent growth in Y10.812bn in premiums for the first half, with Mitsui Mutual Life Insurance reporting the smallest increase - 1.9 per cent - and Meiji Mutual Life Insurance the largest, 10.1 per cent.

Income from asset investment fell 11.5 per cent, as interest rates and stock prices both declined, but payouts were down 8.1 per cent. The industry has received finance ministry approval to lift premiums, which should bolster income during the second half.

But the industry will still be under pressure, as the latent profits on stocks for the eight companies fell 28.4 per cent over the six months to Y6.03bn, down from a peak of Y28.00bn at end March 1992.

Yasuda Mutual Life reported the strongest growth in total assets, up 10.5 per cent, followed by the 10.1 per cent at Meiji Mutual, while the 8.2 per cent expansion at Nippon Life was the smallest among the leading companies.

BASF trims polystyrene capacity as demand falls

By Christopher Parkes

In Frankfurt

BASF, the German chemicals group, is to slash polystyrene capacity at its Ludwigshafen plant by 35 per cent.

The group, which 10 days ago announced a 45 per cent slump in pre-tax profits for the first nine months of this year, blamed the need for cuts on falling demand and the impact of price of the recent appreciation of the D-Mark. It is Europe's largest polystyrene manufacturer.

Prices would have to increase quickly by around 30 per cent before polystyrene manufacture was economically viable, it said, but it saw no possibility of improvements

during 1993. A recent attempt by manufacturers to increase prices failed.

BASF's move is only the latest of a series of attempts to rationalise the industry which is suffering from overcapacity. Elf Atochem, the French group, closed a 110,000 tonne a year plant in the Recanati, Israel, which was the smallest among the leading companies.

Meanwhile, BP Chemicals and Enichem of Italy have tried to form an \$800m joint-venture in polystyrene.

BASF, which is planning to reduce its workforce by more than 2,000 next year, said people displaced by the closures would be offered work in other parts of its giant Ludwigshafen works at the confluence of the Rhine and Neckar rivers.

Israel aims to raise \$350m from sell-off

By Hugh Carnegy
in Jerusalem

ISRAEL'S government yesterday launched the country's biggest public flotation of state-owned shares, placing its 42.5 per cent stake in IDB Holding, big industrial investment group, on the Tel Aviv stock exchange (TASE) for an anticipated return of more than \$350m.

Although no change of control in IDB was involved, as the balance of shares is held by the Recanati family of Tel Aviv, the government pointed to the issue as evidence of its commitment to privatisation.

TASE officials said the issue was 120 times oversubscribed and testifies to pent-up demand for privatisation issues, despite a bull run which has seen the exchange's main index rise by more than 60 per cent this year. The previous biggest sale of government-held shares was in February, when 25 per cent of Israel Chemicals was sold for Shs600m.

The IDB sale was a spin-off from the government's programme to sell its majority holdings in Israel's four main banks, acquired at a cost of \$760m after a share collapse in 1983. IDB Holding had been split from its previous partner, Israel Discount Bank, and control sold back to the Recanatis, two of whom are on trial on criminal charges arising from the 1983 share collapse.

However, the government has yet to finalise how it will dispose of Israel Discount Bank, or Bank Hapoalim and Bank Leumi, the country's three biggest financial institutions. There has been criticism that it has not moved fast enough to sell the banks, or the major candidates among government-owned companies.

Yesterday's issue was split into tranches consisting of 26.6 per cent of IDB in shares and the remainder in options exercisable by next October.

The total raised will be Shs345m. At today's value of \$357m, this compares with the \$314m the government paid to acquire the shares in 1983.

Eemland hopes auction will cut Gillette link

Six unnamed groups will bid for Wilkinson Sword this week, writes Guy de Jonquieres

A CRITICAL phase in the disentangling of a bizarre international business imbroglio is set to open this week, as an auction gets under way for Wilkinson Sword, the shaving products and toiletries group.

Six unnamed prospective bidders will enter detailed discussions with Eemland, Wilkinson's owner, and its advisers, the Swedish Enskilda bank and Goldman Sachs International, which put the business on the market last month.

Eemland hopes the planned sale, which it aims to agree in principle by the end of the year, will rid Wilkinson of a deeply unwelcome financial involvement by Gillette of the US, its biggest competitor, which has aroused fierce opposition from competition authorities worldwide.

A change of ownership should also relieve Eemland - a consortium owned by Swedish financial institutions, the J.P. Morgan Bank and Gillette - of mounting debt and give Wilkinson the financial and industrial muscle it needs to survive.

The auction has been preceded by tense negotiations, as Eemland has haggled over the terms of the sale with Gillette, with which it has long had uneasy relations. Indeed, until recently the Eemland camp claims to have been uncertain whether Gillette was prepared to co-operate fully. "It has been a poker game up to the last minute," says one source close to the talks.

Gillette's role and motives have been widely questioned since late 1992, when it helped finance a highly-leveraged \$650m buy-out from Stora, the Swedish pulp and paper group, of the consumer products operations of the latter's Swedish

match subsidiary. As well as Wilkinson, these included a matches and lighter business.

Gillette, with about 70 per cent of the world wet shaving market, wanted to buy Wilkinson's non-EC businesses. However, Stora insisted on selling Swedish Match, later renamed Eemland, as a package.

Gillette's answer was a complex deal whereby it invested \$13.7m to acquire a 22 per cent non-voting stake in Eemland and granted the consortium \$69m of mezzanine debt. In exchange, Eemland sold Gillette Wilkinson's non-EC assets, while disposing separately of the matches and lighter business.

The US company has always insisted it has no control over Eemland and would withdraw once the latter was able to repay the loan or could be publicly floated. However, it failed to convince competition authorities in Britain and Germany - or in Brussels, which issued a decision earlier this month.

Concluding that Gillette was in a position to influence Wilkinson, the various authorities have ordered it to sever its links with Eemland and hand back Wilkinson's former non-EC businesses in Europe. Gillette has appealed against the UK and German rulings, though it did comply with a US order to return to Wilkinson its US operations.

Eemland says Gillette never sought to meddle in its affairs. However, the consortium argues that its financial structure, of which Gillette was a principal architect, has kept Wilkinson on a tight leash.

The terms of the Gillette mezzanine debt are particularly onerous. A roll-up loan with an interest rate 6 per cent above the London inter-bank offered rate (Libor), it will have grown to \$112m by the end of this year, twice Eemland's \$55.5m of equity.

Though Wilkinson is in the black, with operating profits of DM46.8m or \$29.4m or CS1.25 a share against CS497m or CS1.51 a year earlier. Total assets at October 31 were CS474m, up 7 per cent, fuelled by growth in securities holdings and residential mortgages.

Loan losses increased 10 per cent to repay the Gillette loan.

Two developments brought matters to a head. One was the reluctance of Eemland's Swedish shareholders to inject further capital. The other was Gillette's apparent conclusion that it could not continue to stave off indefinitely pressure from competition authorities, particularly the EC, which is

able to enforce its orders faster than national bodies.

The opportunity for an exit was provided by the unexpected success of Wilkinson's Protector, an advanced shaving system launched in March. Developed on a shoestring budget, it is said to have overtaken sales of Gillette's rival Sensor in Germany and to be doing well in Britain - Wilkinson's two main markets.

Eemland argues that the product offers a buyer willing to invest fresh resources a unique opportunity to rebuild Wilkinson into a substantial market force before Gillette responds with a comparable razor of its own. There are also whispers of further Wilkinson innovations in the pipeline.

However, the eventual buyer will have to limit its ambitions to only part of the world market. Gillette has agreed, as part of the sale, to hand back Wilkinson's former European businesses outside the EC.

However, it has balked at requests by Eemland that it also return those in fast-growing regions such as Latin America and south-east Asia. In these markets, the Wilkinson brand is used on Gillette products.

The consortium hopes to raise as much as \$300m from the sale of Wilkinson, which will be sold debt-free. That sum should be enough to cover Eemland's liabilities, though it seems unlikely to provide its shareholders with much of a return on their investment.

But it is likely to take several more tense hands of poker during the coming weeks before it becomes clear whether any of the prospective bidders - which include both financial groups and industrial companies - are prepared to raise their stakes to that level.

Capital structure of Eemland

At time of buy-out in 1992

Equity

	Amount paid
Stora Enso	100% (1)
Scandinavian Investors	100%
Copenhagen Handelsbanken	100%
Goldman Sachs	100%
Prudential	100%
J.P. Morgan	100%
Standard & Poor's	100%
Swedish Match	100%
Management	100%

Debt

Bank of America	100%
Other Debts	100%
Total debts	100%
Total equity	100%

Total assets

Bank of America	100%
Other Assets	100%
Total assets	100%
Total assets	100%

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

TO POLITICIANS, it means putting people back to work. To the capital markets, it means a greater demand for finance – and to other borrowers, particularly companies, it could mean higher borrowing costs.

Last week, politicians in Brussels proposed huge extra investment in infrastructure projects across the European Community as a way of reviving the flagging economies of member states. They also tentatively suggested how such a package could be financed through the European Investment Bank, the EC states' development bank, which is already the biggest borrower on the international capital markets.

With considerable competition for funds expected in the international markets next year – in part from the states which are the EIB's shareholders – any such programme would push up costs for all borrowers.

EC states seem unwilling to fund new projects directly. With growing budget deficits to finance, and a widening gap between their current fiscal positions and what they would have to achieve to meet the Maastricht convergence criteria, the emphasis is on fiscal restraint. A desire to take the pressure off domestic bond markets – and to rebuild depleted reserves – has already driven a number of European sovereign borrowers into the

international bond markets, and more are expected.

That leaves the EIB holding centre-stage in any new growth programme, although its chairman, Mr Ernst-Günther Bröder, cautioned last week against expecting too much, too soon. For a start, he said, the EIB is putting more effort into its credit appraisal process: it no longer has the guarantees of member states to back it, and so is more aware of the need to avoid losses and build reserves.

Also, the EIB typically lends only around a quarter of the amount needed for any project. It waits for projects to be brought to it, and expects them to be largely financed commercially first. So any pick-up in lending depends mainly on the promoters of particular projects.

There are other reasons why the EIB's presence in the markets may not pick up dramatically. It is considering issuing guarantees to commercial banks to encourage them to lend in some cases, rather than lending directly itself, says Mr Bröder. Bankers welcomed the idea last week; they currently have no exposure to the EIB, and would be happy to take on such a credit risk.

Should the bank need to borrow more from the bond market, there is no theoretical limit to the amount it could raise, says Mr Bröder. Its capital base was doubled in size at

European Investment Bank

EIB \$150bn

Year	Loan Commitments (\$Bn)
1987	1.5
1988	3.5
1989	2.5
1990	4.5
1991	10.0
1992	15.0

the beginning of last year, and most of this capital remains unused. Also, the EIB's AAA-rating and sovereign shareholders make it one of the top credits around.

The effects of any sharp upturn in EIB borrowing are not easy to predict, either on the bank's own borrowing costs or those of other customers of the Eurobond market. That is partly due to the bank's borrowing strategy in the past. While other large borrowers have turned in recent years to ever-bigger bond issues, the EIB has remained close to its Euromarket ket, which provided 18 per cent of the bank's new funds last year.

However, the EIB adds that the Ecu could still be one of its most important currencies: "It could easily come back. We think we could do something in the near future."

This apparent determination to follow its familiar borrowing strategy follows what the EIB says was something of a surprise this autumn: the loss of the withholding tax privilege has had only a small effect on its borrowing costs. A short-dated dollar issue launched last month cost only "a few basis points" more than a similar issue in March, even though yield spreads in the market generally have widened.

Two approaches are now possible. The EIB could continue with its opportunistic strategy, trying to keep borrowing costs as low as possible in the short term; or it could set out to establish bigger, benchmark issues in an attempt to build a new following among a wider range of institutional investors.

It seems initially to be following the first route, reaching into a wider range of markets to find opportunities to borrow cheaply. The bank raised \$200m in the US earlier this month, its first drawing under a \$750m medium-term note facility, an EIB official says – its first venture into the domestic US market for some time. It is also looking at borrowing in a wider range of European currencies: the Belgian franc, the Luxembourg franc and the Dutch guilder are all under-used, the official says.

All of this is to make up in part for the disruption of the Ecu market, which provided 18 per cent of the bank's new funds last year.

RISK AND REWARD

Growing concern over the dangers of counterparty credit



THE importance attached to counterparty credit risk has increased substantially in recent years, due to declining confidence in the financial strength of banks and securities houses and a surge in the number of corporate defaults.

Nowhere has the impact been more keenly felt than in the over-the-counter market in derivative instruments. In a securities trade, counterparty risk ends when the transaction is settled; in the derivatives market, it continues for the life of the agreement. In the burgeoning swaps market, which now totals \$4,000bn, agreements typically run for three to 10 years. The result: an explosion of counterparty risk.

Some regulators believe it is the greatest risk facing financial institutions, in a market where other risks are already substantial. Part of the problem is that counterparty risk in the derivatives market is difficult to quantify, since exposure changes as market prices rise and fall.

Salomon Brothers is expected to set up a credit-enhanced vehicle in the next few months, while Commerical, Citibank, Chase Manhattan, Lehman Brothers, and Kidder Peabody are also considering this route. Goldman Sachs set up a separately-capitalised derivatives unit for a double-A or triple-A credit rating. Many are considering establishing credit-enhanced units in the coming year, based loosely on the model of Merrill Lynch Derivatives Products, established a year ago.

Meanwhile, some of the banks and securities houses which were leaders in the derivatives markets have seen business fall away as their credit quality has deteriorated. According to a recent report by the BIS: "At the long end of the market, counterparties pay more attention to credit standing than to the prices offered. This has resulted in a large share of the longer-dated swaps market being arranged by a relatively small number of highly rated institutions."

But weaker rated institutions have come up with an answer: a separately capitalised derivatives unit, structured so that it qualifies for a double-A or triple-A credit rating.

Many are considering establishing credit-enhanced units in the coming year, based loosely on the model of Merrill Lynch Derivatives Products, established a year ago.

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One important means of reducing counterparty risk is still the subject of wrangling between bankers and regulators. Netting – which enables an institution to offset the value of profitable (in-the-money) and loss-making (out-of-the-money) transactions with a defaulting counterparty – remains something of a grey area. Currently, Basle capital guidelines do not allow netting for capital adequacy purposes. However, the Basle committee on banking supervision is to meet shortly to discuss the response to its consultative paper on netting issued in May.

One reason for the reluctance to allow netting is the doubt about its legal enforceability in a number of jurisdictions. However, a report

Richard Waters

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Avg. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Olympus Optical Co.(c)*	400	1998	4	2 1/4	100	Yamachii Int'l Europe	
Yachin Japan Corp(d)*	100	1998	4	2 1/4	100	Nomura Int'l	
Eagle 4 Ltd*	121.5	1998	4	(e)	99 3/4	Daiwa Europe	
Rabobank Nederland(l)*	50	2002	10	(f)	100	UBS P&G Secs.	
Metallurg Elec.(Workshop)*	300	1998	4	2 1/4	100	Yamachii Int'l	
National Oil Cons.(l)*	150	2002	10	2 1/4	99 3/4	Wederholt Boddy	
SNCFL(l)*	150	2002	10	6 1/2	100	Country Nat'l Sec.	5.497
Abbey Healthcare Group(k)*	75	2002	10	6 1/2	100	Nikko Europe	
Tononu Co.(g)*	70	1998	4	2 3/4	100	Salomon Brothers Int'l	
Daiwa House Ind.(c)*	300	1998	4	2 3/75	100	Nomura Int'l	
Finland Export Credit(l)*	200	1998	4	(u)	101.625	Morgan Stanley Int'l	
Rabobank Nederland(l)	150	1997	5	(v)	101.625	Morgan Stanley Int'l	
D-MARKS							
African Dev. Bank(g)	300	1997	5	7 1/2	101.95	DB Bank	7.022
Euro.Cost&Steel Comm.	217	1997	5	7 1/2	101.50	Commerzbank AG	6.781
Kansai Elect. Power Co.	500	1997	5	10 1/2	101%	Dresdner Bank	6.785
YEN							
Japan Airlines Co.	50bn	2003	10.25	5.6	101.90	Nomura Int'l	5.351
IDAI	50bn	1997	5	4 1/2	98.725	LTCB Int'l	4.952
Motor Corp(l)*	150	1997	5	9 1/2	100	Daewoo Europe	
NKK Corp	20bn	1998	6.25	5.5	101.20	Nomura Int'l	4.954
NKK Corp	20bn	2000	7.25	5.40	101.75	Daiwa Europe	5.101
STERLING							
World Bank	200	1998	6	7 1/4	99.00	Baring Brothers	7.402
CARDI(l)*	165	1997	-	7 1/2	99.50	Goldman Sachs	
National Westminster Bk(j)*	200	(s)	-	11 1/2	100.25	Nat West Cap.Mkt.	
LASMO	100	1998	6.5	9 1/2	99.75	UBS P&G Secs.	9.228
Kyushu Electric Power	150	1997	5	9.50	99.50	SG Warburg Secs.	9.050
FRENCH FRANCS							
BBB(b)	1bn	2002	10	8 7/8	102.28	Societe Generale	8.400
Societe Generale	500	1996	4	8 2/5	100.20	Societe Generale	8.189
SWISS FRANCS							
City of Copenhagen(k)*	100	2000	7	6 1/4	101 1/4	UBS	5.969
Sumitomo Bk. Ind.(m)*	200	1995	4	2 1/4	102 1/2	Credit Suisse	
Eurovia Highway Co.(k)*	50	2003	10	6 1/2	102 1/2	Credit Suisse	6.208
Daewoo Highway Co.(k)*	300	1995	4	2 1/2	100	Salon Int'l	
Takara Standard Co.(k)*	100	1996	4	2 3/75	100	Salon Int'l	
Toyo Chemical(p)(k)*	25	1996	4	2 3/75	100	Paribas Suisse	
CANADIAN DOLLARS							
Federal Business Dev. Bk.	100	1996	4	7 1/4	99.90	Wood Gundy	7.280
GULDERS							
IKB Deutsche Ind'l Bk(a)	200	2003	10	8	100.80	Rabobank Nederland	7.911
Fortis Finance Nv	350	2002	10	7 1/2	100.40	ABN Amro NV	7.587
LUXEMBOURG FRANCS							
Credit A. L'Industrie	500	2000	8	8 2/5	102.125	Credit Ind'l Bank	7.882
Cregem. Int'l Bank(k)*	400	1995	4	8	102.35	Cregem. Int'l. Bank	7.301
Caisse Hypothecaire(k)*	500	1997	5	8	102.20	BL	7.461
THE COMMERCIAL COMPANY OF SALONICA PLC.							
Notice is hereby given that the Nineteenth Annual General Meeting of the Company will be held at the Company's office in Athens (Greece), Karydas Street 49, on Monday the 26th December of 1992 at 12:00 noon, for the following purposes:							
1) To receive the report of the Directors and the audited Accounts of the Company, for the Financial Year ended 31st December 1991.							
2) To propose the following resolutions for the re-election of the Directors, of which special notice has been given to the Company in accordance with section 293 and 369 of the Companies Act 1985: That Mrs. Christoula J. Seppos, who has attained the age of 70 years, be re-elected as Director of the Company.							
3) To approve the appointment of Mr. Antonios P. Koumidis, who offers himself for re-election as Director of the Company.							
4) To approve the appointment of Mrs. Marilou P. Papathanasiou as Director of the Company.							
5) To decide about the appointment of the							

INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Cool response to signs of recovery

IT WAS short, but it was sweet. The Thanksgiving holiday meant that trading on US bond markets was restricted to three-and-a-half days. But in that abbreviated period, there was both good news on the economy and a remarkably sanguine response from bond traders.

Normally, signs of economic strength depress bond prices, pushing up yields, as investors fret about looming inflationary dangers. But the Commerce Department's announcement on Wednesday that the nation's economy grew by a sturdy 3.8 per cent during the third quarter - a large upward revision from the previously-reported 2.7 per cent rate - brought only the slightest of reactions. The 30-year US long bond, for example, fell by 4 to 100.6, where it yielded 7.53 per cent. By Friday's 2pm close, the price had edged only marginally lower, and the yield stood at 7.59 per cent.

At first glance, this apparent stoicism was surprising. The

third-quarter growth rate, after all, was the strongest registered for four years, and release of the revised data came amid a raft of other encouraging economic news.

This included, for example,

a 4 per cent increase in durable goods orders in October

(although the gain was heavily

concentrated in aircraft, auto-

mobiles, and defence); a sharp

jump in the Conference Board's index of consumer con-

fidence from 54.6 in October to

65.5 in November; and a 12,000-

strong fall in initial claims

for state unemployment insur-

ance for the week ended

November 14.

There are two simple expla-

nations for the market's re-

sponse. The first is the thought that an economy

which is demonstrably recover-

ing under its own steam will

be less likely to provoke a

large fiscal stimulus package

from the Clinton administra-

tion next year. The President-

elect seemed anxious to rein-

force this impression when,

amid the Thanksgiving festivi-

ties in Little Rock, he said the

latest growth figures "could

have some impact" on

short-term judgments - al-

though he also stressed that

it would not affect his

long-term plans to improve the

economy's competitive stance.

More simply, despite the

upturn in industrial activity,

there is relatively little sign of

any serious inflation threat in

fact, the same Commerce De-

partment report which

revised the growth figure, also

tweaked the "price deflator," to

show a 1.7 per cent annual rate

for the third quarter, compared

with the 2.0 per cent rate esti-

mated last month.

Third, there is a widespread conviction that this robust level of growth will not be repeated in the immediate future, even if the economy is edging out of the doldrums. It is true that some economic growth forecasts for the first half of 1993 are being nudged higher, but many pundits are

predicted to remain at around the 2.5

Nikki Tait

UK GILTS

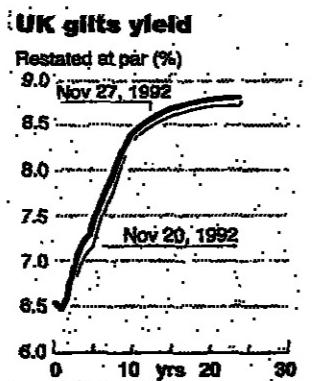
Differing views on prospects for prices

GILTS moved slightly lower as the market digested the implications of the Bank of England's plan this Wednesday to auction £2.5bn of a new 10-year benchmark bond.

The sale of the 8 per cent stock due 2003 is expected to proceed reasonably smoothly, after some reports last week that foreign investors were showing enthusiasm for the securities on offer.

However, the auction is likely to ram home in the minds of many investors the large volumes of gilts due to go on sale over the next two years due to the need to fund Britain's burgeoning public sector borrowing requirement.

The admission from Mr Alan Budd, the Treasury's chief economic adviser, that it would be "many years" before the government's finances returned to surplus did little to damp concern about funding. Mr Budd told a Commons select committee, that because of the depth of the recession the proportion of total UK output accounted for by the government deficit



Source: Winton Securities

However, as to the Treasury's thinking about the profile for the deficit later in the 1990s, the gilt market has little to go on other than figures set out in the March Budget. According to this, the PSBR as a proportion of GDP was due to peak in 1993/94 at 4.75 per cent and then come down to 3.5 per cent by November 1994.

Echoing Mr Richardson's concerns about recovery and its likely impact on inflation, the National Institute of Economic and Social Research said

that the Treasury's target of keeping underlying inflation at less than 4 per cent could be exceeded during 1993.

More positive about the future for gilts is Mr Malcolm Roberts, a bond analyst at UBS Phillips & Drew. He reckons that investors in longer-dated securities will take heart from indications that the UK will be in no hurry for further cuts in base rates, now at 7 per cent. That should put a floor under prices at this end of the curve, and cause significant buying of securities of longer maturities, particularly from overseas investors, giving the overall gilt market a boost.

Peter Marsh

November last year. If confirmed when the Bank issues official M0 figures on December 18, that would be the biggest year-on-year rise for M0 in any month this year.

Echoing Mr Richardson's

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that the Treasury's target of

keeping underlying inflation at

less than 4 per cent could be

exceeded during 1993.

Indications of this sort came with latest figures for the volume of banknotes in circulation, which suggested that the narrow measure of the money supply which is a good guide to overall demand, rose during November by about 3 per cent compared with

EUROPEAN GOVERNMENT BONDS

Fears of fresh upheaval in the ERM



Hans Tietmeyer: Bundesbank holds key to ERM's survival

GERMANY remains a safety play as tensions in the European exchange rate mechanism continue. In spite of the recent realignments of parities in the ERM, economists and analysts agree that the crisis is not over. Fear of further ERM realignments kept markets such as Irish gilts, Spanish

Portuguese and Danish government bonds under pressure last week.

The key to the survival of

the ERM remains the interest

rate stance of the Bundesbank.

Some observers insist that it

will cut rates on December 10

to suit domestic needs and EC

politics ahead of the Edinburgh summit.

Others, pointing to remarks

by Mr Hans Tietmeyer, deputy president of the

Bundesbank, insist it will contin-

ue to follow a policy of unre-

constructed monetarism.

Meanwhile, several Euro-

pean markets saw the ground lost

on German bonds in the latter part of last

week, after Germany produced

the week's biggest disappoint-

ment - its poor inflation and

money supply figures.

Provisional figures for November

showed inflation stubbornly

high at 3.7 per cent for the

second month in succession,

with forecasts saying it is

heading for 4 per cent. Money

supply is growing at more than

10 per cent on an annualised

basis.

Analysts say that the

realignments have highlighted

the attractions of the stronger

currencies. They say we are

far from particularly badly in

ERM turmoil. Given its much

lower inflation rate than Ger-

many, and much better govern-

ment finances, its 10-year

spread of around 160 reflects

entirely devaluation risk, say

analysts. It could tighten sig-

nificantly in the near term.

Political uncertainty contin-

ues to put a question mark

over France. With elections

due next March, the "franc

fort" policy may be further

challenged. Before Sweden

devalued, there had been hopes

of a French cut irrespective of

German action. French franc

bonds are suffering as rate cut

expectations have been dis-

pointed, say analysts.

France's new problems

include the possibility of its

vetoing the EC-US farm

accord. The margin between

French and German govern-

ment bonds, which has been

fluctuating with the perceived

devaluation risk, did start to

narrow again to finish the

week just above 90 basis

points. They could tighten

towards 80 basis points this

week if devaluation fears sub-

side, says Mr Michael Burke of

Yamaichi.

"Whether this spread nar-

rows or widens depends on

whether the franc can be seen

as a hard currency or not,"

says Mr Malcolm Roberts of

UBS Phillips & Drew. "On

straight economic funda-

mentals, France should yield less

than Germany," S.G. Warburg

Securities, on the other hand,

argues that the spread could

widen to 125 basis points as

Germany is very much an

accident waiting to happen,"

he says, predicting that the

Bundesbank will at some stage

have to cut interest rates dra-

matically. "It will be weaker

against not just the dollar but

other European currencies."

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ECONOMICS

Bad news looms on German stagflation

IMPORTANT news from Germany this week where a crop of figures on the real economy are due for release.

The data – including third quarter gross domestic product, November industrial output and October industrial production – are expected to show a startling economy. This will add to pressure for the Bundesbank to ease lending rates and breathe life into European economies.

In spite of a small recovery in recent construction, the third quarter German GDP will probably show another quarter on quarter fall and unemployment is forecast to rise again.

The following are other highlights. Figures in brackets are the median of forecasts from the FT's panel of economists.

Today: US, Nov. Chicago NAPM, Q3 merchandise trade balance of payments; Nov. agriculture prices; Canada, Sept. real GDP (unchanged), Sept. building permits (up 0.2 per cent), Q3 real GDP (up 1.9 per cent); Q3 current Q3 consumption (up 1.1 per cent), Q3 current Q3 deficit (up 1.4 per cent on quarter), Q3 deflator (up 1.4 per cent on quarter), Q3 current

German**Industrial Production****and Services****Services**

WORLD STOCK MARKETS

AUTHORISED UNIT TRUSTS

Unit Trust prices are available from FT Cityline, call 0891 43 + the five-digit code listed after the unit trust. Calls charged at 39p/minute cheap rate and 48p/minute at all other times.

FT MANAGED FUNDS SERVICE

- Unit Trust prices are available from FT Cityline, call 0891 43 + the five-digit code listed after the unit trusts. Calls charged at 36p/minute cheap rate and 48p/minute at all other times.

FT MANAGED FUNDS SERVICE

Unit Trust prices are available from FT Cityline, call 0891 43 + the five-digit code listed after the unit trusts. Calls charged at 36p/minute cheap rate and 48p/minute at all other times.

Name	Ref	Price	Yield	Cust	Name	Ref	Price	Yield	Cust	Name	Ref	Price	Yield	Cust	Name	Ref	Price	Yield	Cust
IBS Global Funds Limited	129 42	21.21	-		Lloyds Bank Trust Co (CD) Manager	129 42	21.21	-		Nomura Global Fund (a)	90.32	-	-		Europa Value Fund (a)	90.32	-	-	
Int'l Side Fund	129 42	21.21	-		Lufthansa World Fund (a)	129 42	21.21	-		Northfield International Ltd	71.09	-	-		Astro-Hungary Fund Ltd	90.32	-	-	
High Income Gilt	129 42	21.21	-		Lyngroup World Fund (a)	129 42	21.21	-		Global Asset Management - Central	47630	-	-		Northfield International Ltd	53.80	-	-	
International Study	129 42	21.21	-		Management Investors (Jersey) Ltd	129 42	21.21	-		Carib. Investors (a)	47631	-	-		Odey Asset Management Limited	47631	-	-	
Mutual Currency Fund	129 42	21.21	-		Anchor Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47632	-	-		Odey Asset Management Limited	47632	-	-	
IBS Currency Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47633	-	-		Odey Asset Management Limited	47633	-	-	
B & P Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47634	-	-		Odey Asset Management Limited	47634	-	-	
IBS Sterling Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47635	-	-		Odey Asset Management Limited	47635	-	-	
B & P Options Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47636	-	-		Odey Asset Management Limited	47636	-	-	
IBS Options Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47637	-	-		Odey Asset Management Limited	47637	-	-	
Target International (Isle of Man) Ltd	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47638	-	-		Odey Asset Management Limited	47638	-	-	
IBS Money Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47639	-	-		Odey Asset Management Limited	47639	-	-	
JERSEY (ISB RECOGNISED)					Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47640	-	-		Odey Asset Management Limited	47640	-	-	
Unit	Int'l Corp. Mgt	129 42	21.21		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47641	-	-		Odey Asset Management Limited	47641	-	-	
IBS Fund Managers (CD) Ltd	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47642	-	-		Odey Asset Management Limited	47642	-	-	
IBS Bond Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47643	-	-		Odey Asset Management Limited	47643	-	-	
IBS Equity Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47644	-	-		Odey Asset Management Limited	47644	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47645	-	-		Odey Asset Management Limited	47645	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47646	-	-		Odey Asset Management Limited	47646	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47647	-	-		Odey Asset Management Limited	47647	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47648	-	-		Odey Asset Management Limited	47648	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47649	-	-		Odey Asset Management Limited	47649	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47650	-	-		Odey Asset Management Limited	47650	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47651	-	-		Odey Asset Management Limited	47651	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47652	-	-		Odey Asset Management Limited	47652	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47653	-	-		Odey Asset Management Limited	47653	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47654	-	-		Odey Asset Management Limited	47654	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47655	-	-		Odey Asset Management Limited	47655	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47656	-	-		Odey Asset Management Limited	47656	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47657	-	-		Odey Asset Management Limited	47657	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47658	-	-		Odey Asset Management Limited	47658	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47659	-	-		Odey Asset Management Limited	47659	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47660	-	-		Odey Asset Management Limited	47660	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47661	-	-		Odey Asset Management Limited	47661	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47662	-	-		Odey Asset Management Limited	47662	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47663	-	-		Odey Asset Management Limited	47663	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47664	-	-		Odey Asset Management Limited	47664	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47665	-	-		Odey Asset Management Limited	47665	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47666	-	-		Odey Asset Management Limited	47666	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47667	-	-		Odey Asset Management Limited	47667	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47668	-	-		Odey Asset Management Limited	47668	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47669	-	-		Odey Asset Management Limited	47669	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47670	-	-		Odey Asset Management Limited	47670	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47671	-	-		Odey Asset Management Limited	47671	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47672	-	-		Odey Asset Management Limited	47672	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47673	-	-		Odey Asset Management Limited	47673	-	-	
IBS Fund	129 42	21.21	-		Archer Fund Co (a)	129 42	21.21	-		Carib. Investors (a)	47674	-							

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS
Focus on ERM

NOBODY can say for certain that tensions in the European Exchange Rate Mechanism are over, and there will be a strong focus this week on the D-Mark's performance against the weaker ERM currencies, writes James Blitz.

The Irish authorities will continue to make a concerted effort to defend the Irish punt this week, and overnight rates are due to be set at around 100 per cent from today.

UK clearing bank base lending rate
7 per cent
from November 13, 1992

There may be more intense pressure on the French franc. The French currency fell through the FF34.40 to the D-Mark level last week. Many analysts continue to think that if there is strong pressure on the currency it will come in the New Year, because dealers do not want to keep positions open for long towards the year end.

The market remains undecided about whether the dollar can make a concerted

breakthrough the DM1.61 level this year. Despite the uncertainties over the ERM last week, the dollar failed to break through this level.

But according to strategists at IBB International, there is a growing perception that the currency will strengthen on further signs of economic recovery.

Friday's non-farm payroll figure will give some further indication of the scale of the economic upturn. However, the figure would have to be particularly bad to prompt any easing in monetary policy from the Federal Reserve.

Sterling was mostly sidelined last week, with strong support at DM3.42 and resistance at DM3.44. With relatively little economic data due out this week, the currency is likely to be confined to these ranges.

The sharp rise in Canadian prime lending rates in the last two weeks has strengthened the Canadian dollar. There will be caution ahead of the government's economic statement on Wednesday.

€ IN NEW YORK

Nov 27	Close	Previous Close
U.S. \$	LS151.5-L152	1.5265-1.5275
1 month	LS150.4-LS149.9	1.5255-1.5265
3 months	LS152.2-LS152.6	1.5265-1.5275
6 months	LS152.2-LS152.6	1.5265-1.5275

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

Nov 27	Close	Previous Close
4.30	80	78.7
7.00	78.4	78.7
11.00	78.4	78.7
14.00	78.4	78.7
18.00	78.5	78.6
2.00	78.5	78.7
3.00	78.4	78.6
4.00	78.4	78.7

CURRENCY MOVEMENTS

Nov 27	Bank of England	Morgan Guaranty	Change %
Swiss	78.4	78.4	-0.01
U.S. Dollar	94.0	94.0	-0.14
Australian	114.10	114.49	+0.30
Canadian	112.2	112.4	+0.20
D-Mark	7.015	7.045	+0.43
French Franc	112.2	112.4	+0.20
Irish Punt	112.2	112.4	+0.20
Swiss Franc	112.2	112.4	+0.20
U.K.	78.4	78.4	-0.01
Yen	150.9	150.7	-0.13
Yuan	97.6	97.6	-0.02

Morgan Guaranty charges: average 1990-91. Bank of England index: 1990-91. Morgan: 1990-91. All rates are for Nov 25.

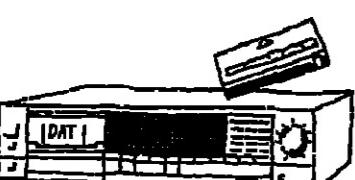
CHICAGO

U.S. TREASURY BONDS (CONT) 8% \$100,000 Face Value	Close	High	Low	Prev.
Dec 102-27	102.29	102.31	102.28	102.18
Jan 103-27	103.21	103.24	103.18	103.18
Feb 104-27	104.21	104.24	104.18	104.18
Mar 105-27	105.21	105.24	105.18	105.18
Apr 106-27	106.21	106.24	106.18	106.18
May 107-27	107.21	107.24	107.18	107.18
Jun 108-27	108.21	108.24	108.18	108.18
Jul 109-27	109.21	109.24	109.18	109.18
Aug 110-27	110.21	110.24	110.18	110.18
Sep 111-27	111.21	111.24	111.18	111.18
Oct 112-27	112.21	112.24	112.18	112.18
Nov 113-27	113.21	113.24	113.18	113.18
Dec 114-27	114.21	114.24	114.18	114.18
Jan 115-27	115.21	115.24	115.18	115.18
Feb 116-27	116.21	116.24	116.18	116.18
Mar 117-27	117.21	117.24	117.18	117.18
Apr 118-27	118.21	118.24	118.18	118.18
May 119-27	119.21	119.24	119.18	119.18
Jun 120-27	120.21	120.24	120.18	120.18
Jul 121-27	121.21	121.24	121.18	121.18
Aug 122-27	122.21	122.24	122.18	122.18
Sep 123-27	123.21	123.24	123.18	123.18
Oct 124-27	124.21	124.24	124.18	124.18
Nov 125-27	125.21	125.24	125.18	125.18
Dec 126-27	126.21	126.24	126.18	126.18
Jan 127-27	127.21	127.24	127.18	127.18
Feb 128-27	128.21	128.24	128.18	128.18
Mar 129-27	129.21	129.24	129.18	129.18
Apr 130-27	130.21	130.24	130.18	130.18
May 131-27	131.21	131.24	131.18	131.18
Jun 132-27	132.21	132.24	132.18	132.18
Jul 133-27	133.21	133.24	133.18	133.18
Aug 134-27	134.21	134.24	134.18	134.18
Sep 135-27	135.21	135.24	135.18	135.18
Oct 136-27	136.21	136.24	136.18	136.18
Nov 137-27	137.21	137.24	137.18	137.18
Dec 138-27	138.21	138.24	138.18	138.18
Jan 139-27	139.21	139.24	139.18	139.18
Feb 140-27	140.21	140.24	140.18	140.18
Mar 141-27	141.21	141.24	141.18	141.18
Apr 142-27	142.21	142.24	142.18	142.18
May 143-27	143.21	143.24	143.18	143.18
Jun 144-27	144.21	144.24	144.18	144.18
Jul 145-27	145.21	145.24	145.18	145.18
Aug 146-27	146.21	146.24	146.18	146.18
Sep 147-27	147.21	147.24	147.18	147.18
Oct 148-27	148.21	148.24	148.18	148.18
Nov 149-27	149.21	149.24	149.18	149.18
Dec 150-27	150.21	150.24	150.18	150.18
Jan 151-27	151.21	151.24	151.18	151.18
Feb 152-27	152.21	152.24	152.18	152.18
Mar 153-27	153.21	153.24	153.18	153.18
Apr 154-27	154.21	154.24	154.18	154.18
May 155-27	155.21	155.24	155.18	155.18
Jun 156-27	156.21	156.24	156.18	156.18
Jul 157-27	157.21	157.24	157.18	157.18
Aug 158-27	158.21	158.24	158.18	158.18
Sep 159-27	159.21	159.24	159.18	159.18
Oct 160-27	160.21	160.24	160.18	160.18
Nov 161-27	161.21	161.24	161.18	161.18
Dec 162-27	162.21	162.24	162.18	162.18
Jan 163-27	163.21	163.24	163.18	163.18
Feb 164-27	164.21	164.24	164.18	164.18
Mar 165-27	165.21	165.24	165.18	165.18
Apr 166-27	166.21	166.24	166.18	166.18
May 167-27	167.21	167.24	167.18	167.18
Jun 168-27	168.21	168.24	168.18	168.18
Jul 169-27	169.21	169.24	169.18	169.18
Aug 170-27	170.21	170.24	170.18	170.18
Sep 171-27	171.21	171.24	171.18	171.18
Oct 172-27	172.21	172.24	172.18	172.18
Nov 173-27	173.21	173.24	173.18	173.18
Dec 174-27	174.21	174.24	174.18	174.18
Jan 175-27	175.21	175.24	175.18	175.18
Feb 176-27	176.21	176.24	176.18	176.18
Mar 177-27	177.21	177.24	177.18</	

2 pm close November 27

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MONDAY INTERVIEW

Europe's flexible friend

Martin Bangemann, European Commission vice-president, talks to Andrew Hill

Martin Bangemann believes his pragmatism is one reason why he has been criticised as inconsistent. This is one element of the principal charge against the commissioner - that he is a political lightweight. Another is his apparent reluctance to bury himself in complex dossier. Although he is eloquent, affable and erudite, national and Commission officials say he lacks the taste for detail which is the strongpoint of commissioners such as Sir Leon Brittan, the EC commissioner for competition and financial services.

Many people in Europe have built up a horrible vision of Mr Bangemann since 1988, when he became Germany's senior commissioner, responsible for the internal market and industrial policy. According to the extensive Bangemann mythology, this is the man who tried to ban the UK prawn-cocktail crisp, to outlaw dozens of traditional unpasteurised cheeses, and to eradicate the Spanish title - the squiggle over the "n" of España - in the interests of EC harmonisation.

In fact, Mr Bangemann perpetrated none of these alleged crimes against national sovereignty but as internal market commissioner he was held responsible. On the other hand, there is no doubt that the bulky commissioner has frequently trodden on people's toes. Earlier this year, for example, he attacked officials in the Commission's competition directorate, describing them as "ayatollahs" and "gurus", for their over-legalistic approach to anti-trust policy. And this month, Mr Bangemann infuriated a nervous UK government with - in the words of Prime Minister John Major - a "very silly and ill-informed" speech linking the Maastricht treaty to federalism on the eve of the British parliament's vote on ratification.

Today, Mr Bangemann may upset the British again. He is attending a meeting of EC immigration ministers in London, armed with a Commission legal opinion that says Britain must lift its border controls on travellers within the EC on January 1 1993. But Mr Bangemann, 58, will not be demanding satisfaction from Britain or from the 11 other EC members, which are also beginning to express doubts about the wisdom of lifting controls so soon. He says he will look for a practical solution to the problem.

Mr Bangemann has a doctorate in law, but he claims to be, above all, a pragmatist and a politician. "People who stick to a theory are always better off, [than pragmatists] because they appear completely pure



I'm not defending theories'

That deal, he says, found a middle line between leaving protectionist restrictions in place, and opening the market suddenly - an option which might have destroyed an unprepared EC industry. At the time, however, the accord was also attacked for being non-binding - hallmarks of a delicate compromise.

The real debate over industrial policy in the past four years has been fought over competition cases, specifically

PERSONAL FILE

1934 Born Wanzleben, near Magdeburg.
1964 Practised law in Stuttgart and Metzingen.
1963 Member of the Liberal Free Democratic party.
1972-80, 1986-89 Member of the Bundestag.
1973-84 Member of the European Parliament.
1985-88 Party chairman.
1984-88 German minister of economic affairs.
1989 Vice-president of the European Commission.

on mergers, where Brussels has substantial autonomous powers to affect the structure of European industry.

Mr Bangemann argues that industry policy is not at odds with competition policy - a view shared by Sir Leon Brittan, and outlined in the November 1990 paper. "We have said that the first aim of our industrial policy is to contribute as far as possible to the competitiveness of European industry," says Mr Bangemann. But he adds: "The main point in that context is how to define competition and what measures are necessary to improve competitiveness."

This is where Mr Bangemann and Sir Leon have found themselves at loggerheads. Mr Bangemann says his target is not Sir Leon himself, but the "backward-looking, theoretical approach" of some of the Com-

mission's competition officials. They always tend to define competition in legal terms, and is not right because competition is changing day by day," he says.

Mr Bangemann maintains, for example, that the Commission should have waved through last year's controversial takeover of De Havilland, the Canadian aircraft manufacturer, by Aérospatiale of France and Alenia of Italy. A favourable decision would have created a European force in the world market for computer aircraft. Mr Bangemann claimed at the time.

Sir Leon won the day. But

Mr Bangemann has continued to claim that he got the De Havilland recommendation wrong. He maintains that the competition commissioner defined the market too narrowly, exaggerating the deal's impact.

This is one issue on which Mr Bangemann, for all his pragmatism, appears unshakable. Another is federalism, the theme of his speech in Berlin earlier this month which so incensed Mr Major.

In the speech, Mr Bangemann reiterated his view that the Maastricht treaty points towards a federal European state. This was the sort of comment he had made "a hundred times in the past". Mr Bangemann says, But, given that the British government was about to risk defeat from the opposition and some of its own backbenchers at Maastricht, were the timing and tone of the speech rather insensitive?

"If I'd said something different when [Integration] was the subject of the conference, people would have been really astonished," he replied.

In spite of the EC's trials, the commissioner is relaxed about the Community's prospects, even if the result is a two-speed Europe. "If Maastricht fails then there will be a new impetus, because out of any crisis [Europe] has experienced

something new and better has emerged."

Mr Bangemann is adamant that internal-market changes which come into force on January 1 will create opportunities for European business to prosper, even if important areas of liberalisation - in energy and telecommunications, for example - have been deferred.

As for the issue of border controls, Mr Bangemann will try to nudge immigration ministers at today's London meeting towards one of his pragmatic solutions, so that the EC can be declared open at midnight on December 31.

The British have already suggested one way of easing controls on people without having to give up border checks altogether. EC visitors should be allowed simply to show the cover of their passports to immigration officials at UK borders. As a classic political compromise, it is appropriate that it should already have been dubbed "the Bangemann wave".

Many people believe Mr Gar-

not, and his colleagues are

wrong, that French farmers

have lived too long under

the cosy protection of the EC's Common Agricultural Policy (Cap). French farmers, critics

say, should have faced up to

the realities of international

competition years ago.

Yet that simple from the van-

guage point of the 14th century

nowadays Mr Garnot's tower

looks out over a tapestry of

pale green shades, the first

shoots of a crop sown six

weeks ago, which stretches

away towards the medieval

market town of Rozay-en-Brie.

As elsewhere in France, local

people are looking for someone

to blame for their economic

plight. Some have turned

against the EC, in line with

other rural communities which

nearly succeeded in persuading

the nation to vote down the

Maastricht treaty in Septem-

ber's referendum. A faded

poster on a wall bordering the

track to Mr Garnot's tower

declares: "Maastricht, unem-

ployment, taxes!"

Mr Garnot will survive the

Cap reform better than most

because his farm is relatively

large - more than 200 hectares

- and on prime land. But he

will not entirely escape the impact of the Cap reforms and he fears the EC-US trade accord will hit him even harder.

Under the Cap reforms, Mr Garnot, like other large cereal farms, is obliged to take 15 per cent of his land out of production. Next year he will plough over the least productive fields.

His annual turnover will fall by 7 per cent. Some fields, like

his own, will be left as bare earth if their owners follow

good farming practice and ster-

ilise the soil. Poorer farmers

will allow their set-aside fields

to fall prey to weeds.

By 1995, Mr Garnot estimates that cuts in production and in cereal prices will reduce his annual income by 45 per cent to FF145,000 (£17,618). That will just enable him to cover his running costs, assuming he stops all investment in machinery and equipment, currently FF150,000 a year. The rest of the farm's FF450,000 annual operating income will be swallowed up by debt repayments and buying fertiliser and other materials. His one full-time farm hand might have to go.

As a director of the local branch of Crédit Agricole bank, Mr Garnot knows how badly his neighbours will be hit because he keeps an eye on their bank accounts. Some farmers have already reached the stage where it will take them 30 years to repay debts from their farms' operating income. "Who will want to buy a farm in that state?" he asks.

Mr Garnot denies that French farmers are using the US-EC trade row to try to regain ground lost under the Cap reforms. He taps away at a calculator to produce unconvincing figures to support his claims that the transatlantic accord will hurt more than the Brussels reforms.

The drift of the argument is clear. If Mr Garnot can only just accept Cap reforms, he certainly cannot tolerate being pushed around by Washington.

Paris must therefore use its veto, "to say stop, to let things calm down," he says.

William Dawkins

US pressure is the final straw

Letter from
Rozay-en-Brie

The view has not changed very much for hundreds of years, during which time Brie supplied the famous cheese of the same name and wheat for Parisians bread. Yet the view is about to change, and with it the region's fortunes, farmers fear.

Next year ugly brown

squares will appear in the tap-

ery, fields to be left fallow

under Cap reforms designed to

take land out of production -

the so-called set-aside scheme.

The local economy, still firmly wedded to its rural roots, cannot generate new jobs to replace the more than 1,000 farmworkers that Mr Garnot estimates will lose their jobs in his départment of Seine-et-Marne over the next three years.

The movement of jobs and people away from the country - desertification - has just started to blight the fertile cereal plains of Brie. Desertification in Brie is nothing like as bad as in the poorer central and south-western France. Yet the first signs are there, with the closure of a butcher's shop and a bakery in a village near Mr Garnot's last year.

As elsewhere in France, local

people are looking for someone

to blame for their economic

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against the EC, in line with

other rural communities which

nearly succeeded in persuading

the nation to vote down the

Maastricht treaty in Septem-

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Mr Garnot will survive the

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